



European Union  
European Regional  
Development Fund

# SPEED UP

Interreg Europe



# ACTION PLAN

City of Warsaw



**WARSAW**

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## PART I – GENERAL INFORMATION

<b>Project Name</b>	SPEED UP - Supporting Practices for Entrepreneurship Ecosystems in the Development of Urban Policies
<b>Partner organization</b>	City of Warsaw
<b>Country</b>	Poland
<b>NUTS2 Region</b>	Mazowieckie
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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:

### **Regional Operational Programme for Mazowieckie Voivodeship 2014-2020**

#### **Further details on the policy context and the way the action plan should contribute to improve the policy instrument:**

Mazowieckie Voivodeship is Poland's key economic area. The capital of the country, Warsaw for decades has accumulated the biggest amount of enterprises, universities, research projects as well as innovations and startups. Warsaw as a capital attracts also significant investors and businesses. According to the report "Warsaw the City Startups 2017" investors appreciate Warsaw for the following factors:

- 1) The main political, economical and cultural centre of Poland,
- 2) The highest level of pro-market and pro-innovative attitudes in Poland
- 3) Openness for business – the fourth place amongst the most business-friendly cities in Europe
- 4) Transportation hub: two airports – over 120 destination spots
- 5) The fastest-developing region on the NUTS 2 level in Europe
- 6) The biggest number of universities in Poland (70)
- 7) 250 000 students
- 8) 150 R&D centres
- 9) Stable development of cities investments: 16 billion PLN dedicated to the urban investments for 2016-2022
- 10) Over 110 co-working spaces
- 11) The ninth place in the world ranking Investment Intensity Index
- 12) The largest amount of business events in Poland – 17 thousand per year

Warsaw as a dynamic and rapidly developing city in accordance with long-term plans has just constituted Warsaw 2030 Strategy, which largely emphasizes the importance of economic development and the creation of innovative business solutions. The following objectives are exceptionally important in terms of creating favourable conditions for maintenance of the

selected good practice in the future and taking into consideration ongoing development: 2.4 (We act in a business-friendly environment), 4.2 (We generate Innovations) and 4.3 (We attract talents and leaders). The recommendations that derive from this document are strictly in line with the abovementioned strategic goals as well as Regional Operational Programme for Mazowieckie Voivodeship 2014-2020.

At the same time, Mazovia region began the process of redefinition of Regional Smart Specialisations, which is moving towards progressive specificity and the current four areas (safe food, intelligent management systems, modern business services and high quality of life) will be replaced by new prerogatives for development.

An important aspect of mapping innovation and startup activity are cyclical reports on the subject of local entrepreneurship ecosystem in Warsaw. The last one was published in February 2019. It depicts business environment institutions, events and other local activities dedicated to supporting startups in the city.

The next aspect of the local context is connected with the recent enhancement of cross-linking activities of Business Environment Institutions, public bodies and private entities in terms of uniting local entrepreneurial ecosystem in the most efficient way. This factor has been greatly facilitated due to the activity of Local Stakeholders Group that was obligatorily established within the project but turned out to be extremely useful as a possible future tool of cooperation, even after project's closure. The group has since been extended and perceived as a fine tool of exchanging thoughts, knowledge, experiences and visions not only for the purposes of the SPEED UP project but also for further establishment and development of good relations and practices in between the stakeholders' institutions. Before the establishment of the group numerous activities undertaken by various entities functioning within Warsaw ecosystem were neither synchronized nor properly disseminated. Due to the development of the group, there has been both dedicated discussion group' and newsletter created for the promotional purposes. These tools facilitate the timing efficiency of the organized events between group's stakeholders.

On the basis of the most important observations made during the implementation of SPEED UP project and the work of the Local Stakeholders Group, the following statements can be emphasized:

- 1) The City of Warsaw presents a comparable level in relation to other European cities whose startup environments are considered highly developed in Europe,
- 2) Ecosystem in Warsaw requires mapping,
- 3) The City of Warsaw should pursue on the integration of local startup ecosystem, among others by continuing cyclical meetings,
- 4) Local government startup-oriented actions should take into consideration feedback of local startup community players

Thanks to many inspirations of various initiatives of entrepreneurship support presented within phase I of the project, numerous good practices were selected and underwent extensive consultation and evaluation within Local Stakeholders Group. After considering the best possible options, LSG has come to agreement that Made of Lisboa best practice represents all that is, at the moment, most crucial in terms of future expansion of Warsaw startup ecosystem.

Nonetheless, the summary of the LSG work on the analysis of other best practices, whose implementation possibilities were taken into account has been presented below.

### **Summary of the best practices' implementation analysis:**

#### **Kobra.net**

Kobra.net is a non-governmental organization focusing on supporting entrepreneurial skills of secondary school students (12-19 years of age) in the form of organized classes for groups of 8-15 people, with the support of teachers. As part of the activity, long-term educational projects called "students companies" are established. Their purpose is to ensure that important entrepreneurial skills of the students are developed without the necessity of official registration of business activity. KOBRA.NET does not concentrate on the classes with students only. It also focuses on organizing trainings for teachers.

An undoubted advantage of this solution is the fact that local authorities provide entrepreneurship-support tools with the use of practical methodologies based on case studies rather than textbook knowledge.

KOBRA.NET has the whole range of information about the Brandenburg education system and a wide know-how about local implementation processes. On the one hand, the organization takes on initiative in Germany, sets impulses, creates expert opinions, initiates and accompanies the development of the support model. On the other hand, it supports players from the Brandenburg region. Due to this factor, KOBRA.NET has become a link between pedagogical practice, management and administration, both at the local and state level.

The transfer of the entrepreneurship lessons to Warsaw would positively impact on fostering the innovative potential of young Varsovians. In terms of educating young people, so far the City of Warsaw has been implementing Startup Jump project, whose main aim was to promote pro-entrepreneurial attitudes among high school students and acquaint them with the existing entities that support would-be-entrepreneurs and young companies (incubators, accelerators, various initiatives, etc.). On the basis of german-based Kobra.net and warsaw-based Startup Jump projects, as well as other similar experiences in this field it is worth to consider undertaking wider, more permanent activities that would contribute to uncommon enhancement of entrepreneurial skills. A similar initiative that aims to broadly educate students in the field of entrepreneurship is also carried out by smaller local government centers in Poland. In 2018 Biłgoraj Agency of Regional Development in consultation with all levels of local governments in the region has implemented Biłgoraj Business Class project. As part of the project, inspirational meetings were held for a group of almost 500 students who, by the end of April, had to prepare their business ideas. The creators of 15 best projects received training and mentoring and pitched their projects on the public gala.

The city council may consider strengthening the scope of the Startup Jump project by complementing it with inspirational meetings in schools and building teams that, based on the Kobra.net work methodology (ie school companies) are aimed at gaining practical skills in group

work and building a company. Ideally, within the framework of the new ROP, one can build the path of projects dedicated to stimulating entrepreneurship among secondary school students.

### **Spazio Co-Stanza**

Spazio Co-stanza is a co-working designed with a thoughtful care of parents and their small children. The space includes, among others: offices, access to conference rooms, secretarial services and space for children. The offer also includes training, support programs for people in a difficult socio-economic situation (women who are the target of violence, single parents, migrants) and company development programs created for people who have completed their maternity leave. All this is complemented by incubation services (networking, mentoring, analysis of individual needs and creation of an optimal business model) mixed with the support of children caregivers. Due to the special focus on mothers, the co-working offer also includes care treatments for children. In addition, Spazio Co-Stanza combines also activities supporting social innovations.

In reference to the report "Polish Office Market" from 2018, published by e-biurowce.pl, there are no long-term plans to create a space dedicated to mothers with children that would combine both affordable prices, business values, consulting and caring services. Although there are a lot of new co-working spots being created in Warsaw, which could be adjusted to the needs of such project. Thus, implementation of this idea would introduce a new and original innovation on a national scale. "Zawód- Prezeska" report, prepared by DELab UW states that 33% of companies in Poland are set up by women. Almost half of the women who decide to start their activity are in the age range of 36-45 years. It is common for Polish women to take care of the business duties only during morning- and evening-time. This type of support jointly with substantive support, would give positive effects in the form of increasing the percentage of women running businesses, even short-time.

In Warsaw there are a couple of initiatives, which share some similarities with Spazio Co-Stanza in certain degree – those are „Co-mamy.pl” and „Komitywa Cowork”. There is, though a significant price dissonance between these initiatives and traditional co-working spaces. In Co-mamy renting a space for 3 days-long period costs approx. 185 EUR, while market standard for normal co-working equals around 125 EUR per month with unlimited access. The reason here is the cost of childcare. The facilitation of such initiatives was undertaken on the Polish market by the mamopracuj.pl portal, which has been organizing the "Coworking for mothers" program for 5 years so far. Within the program, various co-working spaces offered discounts for parents with companies.

An interesting idea for the City of Warsaw might be the preparation of a special offer for mothers who run their own businesses or are involved in freelancing activities. However, the preparation of own space can be associated with a large amount of outlays and, as a result, the lifespan of the project may become significantly extended. A much more advantageous solution may be cooperation with already existing co-workings.

The City of Warsaw could also announce call for proposals for separation and adaptation of a part of co-working space to a dedicated zone for parents. This would involve the need to incur expenditures for arranging the children's part and employing caregivers. If the municipal council of Warsaw subsidized some of the costs of such service (for example by allocating funds for the space arrangement and providing grant to approx. 75-100 EUR per month per participant), it would be a clear nod of openness to the needs of parents and might be trailblazing project on the way to disseminate and popularize these kind of services in the area.

Worth noticing is the fact of additional tax benefits that may be associated with the use of the abovementioned places. A parent who runs a business can include costs for baby-caring within one invoice, which undoubtedly reduces the taxes to be paid.

Two of the abovementioned practices were seriously taken into deep consideration in terms of possible ways of implementation, although due to the lack of tools within ROP for Mazowieckie Voivodeship 2014-2020 it will not be possible to undergo any further actions yet. Nonetheless, they will be surely worked through under new ROP for Mazowieckie Voivodeship for the incoming years.

In the end, the Regional Action Plan will improve the local policy context through the focus on the implementation the best practice chosen from one of the SPEED UP project's partner experience – Made of Lisboa. The practice will be implemented through creation of the “E-msodi” project, which will be the part of the larger tool – Modeled Offer Systems for Innovations. Modeled Offer Systems for Innovations is a non-competitive project realized in terms of Measure 3.1. “Improvement of SME development in Mazovia”, Sub-measure 3.1.2. “SME development” within Regional Operational Program for Mazowieckie Voivodeship 2014-2020. According to the assumptions of the project, the Business Environment Institutions will be the recipients and the whole Mazowieckie Voivodship as a region - the beneficiary of the project. The implementation of the project will be carried out by the Department of Regional Development and European Funds within the Marshal's Office of the Mazowieckie Voivodship in Warsaw.

In order to follow the progress towards SUE programme goals and to demonstrate the Estonian startup ecosystem's key metrics to policymakers and the wider public, an up-to-date reliable KPI dashboard is needed. This will also help to align all the different programme and activity KPIs.

## PART III – DETAILS OF THE ACTIONS ENVISAGED

### ACTION 1. E-msodi

#### Relevance to the project

The E-Msodi project is inspired by the good practice from Lisbon, an integrated and comprehensive innovation mapping system and support instruments for the start-up ecosystem.

Made of Lisboa is an integrated mapping system of business environment institutions and innovative startups that have their headquarters in Lisbon. As the initiative developed, an interactive map of Lisbon was created with the key players marked. Each of the entrepreneurship-supporting entity has its own business card in the system, which provides necessary information about the range of its activity and support that it offers. In case of startups, the information in the system concern the development phase and possible investment rounds. As a result, a comprehensive image was created showing co-workings, accelerators, university incubators, technology transfer centers, VC funds, startups and other related entities. System staff and data updating services were delegated to employees who do research and supply the database with new information or introduce corrections suggested by the stakeholders.

The most important advantage of the practice is the unification of all the most important initiatives supporting entrepreneurship in the region in one place. As a result, an image of the scale of development of business environment institutions in the region has been obtained. The uniqueness of the map lies within its objectivity - Made of Lisboa is a public initiative.

#### Nature of the action

According to the report of the Ministry of Development "Entrepreneurship in Poland", the aim for the Polish economy is to increase productivity through creation of framework conditions for better self-organization of technological and industrial ecosystems. It is common that all comprehensive activities facilitate the use of resources. In this case an integrated mapping system of business environment institutions would facilitate the use of services offered by individual ecosystem players on the Warsaw market. The availability of the source with reliable information, the potential user is able to make decisions faster and at the same time in a more responsible way. In the future this solution might undoubtedly contribute to the growth of the number of potential entrepreneurs in Warsaw, reaching for the fostering of local economy in general.

“E-msodi” is a project undertaken by the Managing Authority of the Mazovian Region – Management Board of Mazowieckie Voivodeship, which is responsible for the project’s

implementation. “E-msodi – Modelling System Offers for Innovation” is a project aiming for integration of services of existing BEIs by modelling the system of pro-innovative offers, i.e. higher quality and tailored to the needs of recipients – the SME sector. The project purpose is to verify the quality of the offered services for SME sector by putting in the official base only BEIs, which:

- 1) monitor their services,
- 2) use existing standards for providing services on national/EU/international level,
- 3) has annual activity plan that includes the list of services/products to be delivered,
- 4) has business strategy that will confirm its income from different sources as well as its capability for operating in market conditions

Implementation of E-Msodi is another step towards smart City. Increased access to information (regarding the data on ecosystems supporting SMEs) will significantly contribute to the increase of public knowledge in the field of innovation and technology. In the longer term, this will result in an increase of the number of SME companies. The implementation of this initiative also refers to the Operational Objective 4.1 of the Strategy Warsaw 2030 – “the development of creative potential” as well as Operational Objective 4.3 – “attracting talent and leaders”.

The Actions that lead to the implementation of E-msodi project are a continuation of the initiatives undertaken within Human Capital Operational Programme’s project: “Mazovian Network of Consulting and Information on Innovation Centres“. Mazovian Network of Consulting and Information on Innovation Centres was created on the basis of the pilot project "Development of the concept of functioning of the Mazovian Network of Consulting and Information on Innovation Centres". The project started in October 2011 and ended in October 2014. The strategic goal of the project was to increase knowledge and awareness about the importance of innovation for the economic development of the Mazowieckie Voivodeship.

Currently, the following functionalities were planned for the E-msodi platform:

- settlement of grantees
- verification of financial statements
- assessment of the implementation of project indicators

The SPEED UP experience has broaden E-msodi’s functionalities. Thanks to inspirations resulting from Made of Lisboa good practice, it has been determined that the following factors will be implemented in the E-msodi project (which has not been included in the project before):

- 1) The map of entities providing high quality services, which have been accredited in the category of Business Environment Institutions by the Marshal’s Office of the Mazowieckie Voivodeship
- 2) Search engine that allows to look for all other non-accredited organizations within the local scale
- 3) Functionality that allows adding various ecosystem players: VC funds, accelerators, incubators, co-working spaces, technology transfer center, etc.

In addition, as part of the project, the Management Board of Mazowieckie Voivodeship will conduct additional validation of the database, eliminating non-existent entities. The City of Lisbon, which is responsible for running the portal, has repeatedly underlined the fundamental importance of the current database update. Without this, users will quickly find it untrustworthy.

- When the KPIs are set and monitoring system is in place, a technical solution for the dashboards will be selected (e.g Data Scouts) and implemented.

### **Stakeholders involved**

The Department of Regional Development and European Funds within the Management Board of Mazowieckie Voivodeship will coordinate E-msodi project. City of Warsaw has been an advisory body in the project so far and will be responsible for monitoring and evaluating the goals within. The last stakeholders will be all entities that contribute to the evolution of the project getting, at the same time, promotional support of the actions of the entrepreneurship-support nature.

### **Timeframe**

The project has been planned to be implemented until September 19, 2022. The tender for finding a contractor is planned for the third quarter of this year. Its implementation should be completed in the fourth quarter of 2019. The minimum lifespan of the portal is until 2022.

### **Indicative costs**

Initiating cost of the portal were estimated on the level 23 193 EUR, however it may yet increase due to the predicted additional functionalities.

### **Indicative funding sources**

Financing the E-Msodi initiative falls within the budget of the project: "Modeling of Offers for Innovations" implemented under Measure 3.1 Improvement of SME development in Mazovia, Sub-measure 3.1.2. Development of SMEs of ROP for Mazowieckie Voivodeship 2014-2020. The majority of funds within the project comes from European Regional Development Fund and the funds of Management Board of Mazowieckie Voivodeship.