

MURCIA,  
2019



Regional Action Plan

# BIC MURCIA FFWD EUROPE PROJECT



# FFWD EUROPE ACTION PLAN FOR THE REGION OF MURCIA/CEEIM

## GENERAL INFORMATION

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# SUMMARY OF THE PROJECT

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Strengthening the European economy requires that their SMEs are competitive. On the path to their sustainable growth, EU SMEs still meet too many obstacles to get full access to venture capital and business opportunities. Some of **FFWD EUROPE** project partners have their own business acceleration scheme that proves efficient locally, although most of the partners perceive that the support from their regional authorities could be improved by the design and funding of measures related to facilitate the access to capital for SMEs. The common challenge of **FFWD EUROPE** is to improve partners' policy instruments, and to enable SMEs to participate in public-supported accelerator models in order to significantly enhance their competitiveness through access to private funding and equity; international markets opportunities and new business contacts all over Europe.

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# POLICY CONTEXT AND BRIEF OVERVIEW OF THE ACTION PLAN

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(s) addressed:** OPERATIONAL PROGRAMME UNDER FOR "THE INVESTMENT FOR GROWTH AND JOBS" GOAL: MURCIA FEDER MURCIA 2014-2020 PO.

The Thematic objective addressed within the Policy Instrument selected is number "**03 - Enhancing the competitiveness of small and medium sized enterprises (SMEs)**". Within this objective there are several Investment priorities, being the most significant for **FFWD EUROPE** project:



**The priority 3a**, aims to develop a comprehensive plan to support entrepreneurship, encourage growth and job creation. Foster entrepreneur local government: promoting entrepreneurship, identifying niches and self-employment, infrastructure development to accommodate business. Moreover, try to promote self-employment through the speeding up of procedures and the elimination of bureaucratic obstacles. Promotion and implementation of financing instruments for entrepreneurs and SMEs and make a work of protection and monitoring of business projects in order to avoid the failure.



Although the policy specifically mentions actions for supporting SME's and entrepreneurs no actions are detailed within the Operational Programme and only some punctual initiatives are being developed within the field of acceleration and fundraising measures, mainly implemented by the Regional Development Agency. The policy should design a consistent strategy, including different and well-planned actions and involving different regional actors.

- **3d – Support for the ability of SMEs to grow in regional, national and international markets**, and to be involved in innovation processes. This priority will also be modified and improved.
- Other instruments of the ROP 2014-2020 that are also slightly influenced by the project exchange of experience are the thematic objectives Axis no. 3 - Investment priority **3.b - Developing and implementing new business models for SMEs, in particular with regard to internationalization.**

This Action Plan will contribute to enhance the competitiveness of small and medium size enterprises (SMEs) through the transfer of Mentoring Programme, the good practice from the Chamber of Commerce of Turin (Italy) **Mentoring Programme** will be transferred into the Region of Murcia and this new funding scheme will be included as part of the business funding regional system to support mainly SMEs to improve their competitiveness, innovation and internationalization. Therefore, the Region of Murcia policy instrument will be improved through this new project providing enough funding for the implementation of Mentoring Programme in the Region of Murcia.

Regional Development Agency (INFO) is expected to activate funding for fostering SMEs internationalization through Murcia ROP 2014-2020. INFO aims is to promote regional economic development, growth as well as competitiveness, employment and productivity of regional companies, with special attention to small and medium enterprises and social economy companies, through the articulation and execution of actions that contribute to the fulfillment of the guidelines of the economic planning of the Regional Government, within the framework of the general economic policy.

➤ **Mentoring Programme will be included in and financed by Regional Operational Programme - SO.3.2.1. Promotion of new business models for SMEs and their international projection, improving access to financing and advanced support services, in particular in the ACTION 2: Mechanism for the improvement of business talent in international issues. Enlargement of the regional export base through training and counselling programmes for new exporters. Specialization of the human business capital in the field of internationalization.**

**In order to do an effective transfer, the Mentoring Programme has been split up in three different main sub-actions:**



**Creation of the Mentors' club**



**Design of the functioning of Mentoring Programme adapted to the Region of Murcia.**



**Matchmaking and networking workshop**

## STAKEHOLDERS ENDORSEMENTS



**Muria Regional Development Agency (INFO)**  
**Head of Internationalization Unit Statement**  
**Mr. Fernando Díaz Ortín**

The Regional Development of Murcia Region (INFO) feels very proud to have actively been involved in Fast Forward Europe (FFWD) because this Interreg Europe project is line with our aims and services offered to the business sector in the Region of Murcia.

In recent years, we have seen how companies that are committed to internationalization and innovation are better suited to different economic scenarios, even in the convulsed international markets. Internationalization and innovation are key vectors for all those companies that seek, in a complex environment, a way to strengthen and balance their growth, in short, to be more competitive.

One of the most important challenges facing our productive sector today is the need to go abroad to guarantee a competitive positioning in the global market and the obligation to innovate, change and adapt to accompany the transformations that, as a consequence of it, are occurring at all levels of the company.

Economic development is necessarily associated with the talent of our entrepreneurs and the continuous innovation in production processes, as a way to take advantage of the opportunities offered by international markets.

In this context, FFWD project has been a big window to know other economic environments, partners, actors, programs, actions and to develop a strong network to enhance SMEs competitiveness and internationalization.

The Mentoring Programme provides an opportunity to re-attract professionals from Murcia Region who are developing their professional careers abroad creating strong and permanent links and connections with the Region and to benefit of this talent to support regional SMEs in their internationalisation processes.

Our organization bets on the formula talent + innovation = projection to strengthen the competitiveness of the business sector of the Region of Murcia and Fast Forward Action Plan represents the opportunity to develop new local initiatives and projects to support business competitiveness.

On behalf of my organization, I would like to thank to all those who have made Fast Forward Europe project possible and we are fully committed with the Action Plan developed for the Region of Murcia.

Mr. Fernando Díaz Ortín



# BACKGROUND OF THE PROJECT AND SUMMARY OF LEARNING ACTIVITIES

## Short summary of the origins of the project and of the context of the involvement of the partner

The Region of Murcia has a very strong industrial sector with a vast number of large companies; however, 90% of regional companies are SMEs. Actually, most of them are familiar companies with high risk aversion to innovate and go international. There is already a good public and private funding scheme and support system with a wide range of actors involved in giving support to local SMEs. Actually, different initiatives have been developed from years within the three fields of the project: (i) acceleration, (ii) fundraising and (iii) internationalization measures. Nevertheless, the aim is to reinforce and keep developing new initiatives to make the support system stronger. FFWD project has been a big window to know other economic environments, partners, actors, programs, actions and to develop a strong network to enhance SMEs competitiveness.



the project have been taken into consideration to decide which good practices are the most suitable ones to be transferred into Murcia. In particular, the following elements have been analysed:

- Database of public and private investors.
- Results of the study visits and staff exchanges where CEEIM has participated.
- Conclusions of the Interregional Learning Events and Transnational Thematic Workshops.
- Regional stakeholders' meetings.
- Internationalization report
- Regional analysis (Main conclusions)
  - Large number of incubation and acceleration programs for startups and SMEs at national and regional level.
  - Great funding scheme. Public support and private investors
  - Regional economy highly dependent of international trade, exports mainly.
  - Wide range activities for supporting internationalization in Murcia. Specially, financial aids and training.
  - Lack of networks, collaborations or contacts with expertise abroad.

During the **interregional learning phase**, 33 good practices were selected and validated within the three project's axis (acceleration models, access to funding and internationalisation of SMEs):

	Acceleration models	Access to funding	Internationalisation of SMEs
<b>France</b>	FFWD Normandie	Norman Funding Entities	Xport accelerator
<b>Spain</b>	Yuzz, Young Entrepreneurs	Murcia Ban	Foreign Promotion Plan 2014-2020 Region of Murcia
	Go2Work coworking	Financial Office of the Regional Development Office of the Region of Murcia (INFO)	RYME+
	SpeedUp!	Wannaseed	Xpande Digital Program
	A*Eibt		
<b>Italy</b>	Yuzz, Young Entrepreneurs	MIP - Mettersi In Proprio (Start up your own business)	CCIATO - Mentoring for International Growth
	Go2Work coworking		
	SpeedUp!		
<b>Poland</b>	Start in business	Loan for "0"% designated for investment purposes	Services provided by the PRDF aimed at helping local entrepreneurs reach foreign markets
	Starting platform for new ideas "Hub of Talents"		
<b>Lithuania</b>	Build-It - Accelerator of Things	INVEGA Fund	Expo Consultant LT
			Expo Consultant LT
<b>Hungary</b>	Aquincum Incubator	Hiventures	
	Small and Medium Sized Enterprise Development programme		
	Design Terminal		
<b>Germany</b>	Funding of Start-up Centers	Venture capital fund Nseed	

Among these 33 good practices selected and validated within Fast Forward Europe Project, CEEIM, taking into account the regional context, local needs and potentialities of transfer, decided to deeply know and analyse 3 good practices (Fundamenta acceleration Programme; Mentoring Programme and MIP programme) during the staff exchange in Turin (Italy) on 20th and 21st of March 2019 and check the possibilities to transfer these good practices into the regional context of Murcia Region.

These are the good practices analysed during the staff exchange in Turin (Italy):

### ITALY IMPACT ACCELERATION MODELS - FUNDAMENTA SOCIAL FARE

accelerates social impact knowledge and entrepreneurship to develop capacity, skills and startups to tackle key societal challenges with specific intentional impact goals. Social innovative solutions need capacity, mentorship and finance to grow and scale. The acceleration model/practice devised by Social Fare is called FUNDAMENTA: the first social impact startup call that selects social innovations

with a minimum viable product/service to grow and scale. FUNDAMENTA gest more than 400/year applications from all over EU and reaches its objectives by: - Selecting the most innovative solutions - Accompanying them via mentoring, service design and investment readiness to become attractive for impact investors. The practice is implemented via a 4-month residential programme which focuses on: product/service design, business modelling & impact assessment, networking for scalability, investment readiness. The main beneficiaries are people with projects, youth, social entrepreneurs and the users of the social innovations  
Location: Turin, Italy (Italia) <http://socialfare.org/en/fundamenta/>

## ACCESS TO FUNDING

**ITALY MIP – METTERSI IN PROPIO** (Start up your own business) MIP is the Città Metropolitana di Torino's service for enterprise creation. The service offers expert consulting. MIP service consists of a set of integrated actions, aimed at spreading the entrepreneurship culture, stimulating new business ideas and fostering the establishment and development of successful enterprises. The practice is implemented in 2 phases with a consultancy activity and mentoring service: Phase 1: Customized assistance path First analysis of the business idea, feasibility study, consultancy (juridical, commercial, economical), business plan drafting or self-employment setup. Phase 2: Specialist advice and tutoring Analysis of market conditions and development opportunities, support in the definition of development of projects, support in the access to funding. Mentoring service supports new entrepreneurs in the first three years and provides support in accessing finance instruments, investments, public funding, etc. Location: Piemonte, Italy (Italia)

<https://www.interregeurope.eu/policylearning/good-practices/item/137/mip-metterti-in-proprio-start-up-your-own-business/>



## INTERNATIONALISATION OF SMES

**ITALY MENTORING PROGRAMME:** The Mentoring program aims to encourage the exchange of managerial experiences across international markets with business leaders, with personal or professional ties to Piedmont. It consists in a voluntary relationship between a business professional with significant and well recognized work experience (Mentor) and an up and coming entrepreneur (Mentee). The Mentor facilitates the professional development of these mentees. Mentors are Italian professionals living abroad, with ties with Piedmont by origin, study or work. Mentors must have +10 years of proved experience on the field of management and business development. Mentees are Company Executives or key managers in a company based in Piedmont, interested in the international growth of the company. Both parties engage in the relationship on a voluntary, non-paid basis and sign an agreement to adhere to certain ethical guidelines. The Mentoring lasts at least 8 months. The objective of the Mentoring programme is to improve the internationalization process of the companies in the Piedmont territory by sharing good practices and experiences. Location: Piemonte, Italy (Italia)

<https://www.interregeurope.eu/policylearning/good-practices/item/344/mentoring-program>

After the staff exchange, **CEEIM** organized a meeting with the regional stakeholders. The three visited best practices were presented and, taking also into account the desk research and needs analysis previously implemented, they realized that the two first fields of **FFWD project** (acceleration and access to funding) are already well developed in the Region of Murcia with the existence of different programmes and initiatives to support companies. In the case of the third project pillar, internationalization, even though that there are also some current regional programmes, there is still space for improvement with the transfer of Mentoring Programme.

Therefore, **CEEIM** and other regional stakeholders, after analyzing several good practices in the interregional learning phase of the project, decided that the most suitable good practice to be transferred was "Mentoring Programme" from the Chamber of Commerce of Turin (Italy).

The reasons to transfer Mentoring Programme to the Region of Murcia are:

- High similarities between business ecosystem in Turin (Italy) and the one in Murcia.
- Importance for the Region of Murcia to recover and attract talented people who migrated to other countries to develop their professional careers.
- Mentors Club will complement the already existing international network of business promoters from the Regional Development Agency who support businesses in their internationalization processes.
- The Mentoring Programme could be perfectly included in the Regional Funding Scheme to support business competitiveness, innovation and internationalisation.
- There is a need of regional SMEs to be supported by an individual coach in their internationalisation path.
- Regional economy depends heavily on exports.
- Lack of new support activities/projects for internationalization. Importance to keep fostering and supporting international trade

In order to do an effective transfer, the Mentoring Programme has been split up in three different main sub-actions:

- Creation of the Mentors' club.
- Design of the functioning of Mentoring Programme adapted to the Region of Murcia.
- Matchmaking and networking workshop.

# DETAILS OF THE SUB-ACTIONS ENVISAGED

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The best practice from Fast Forward to be transferred is the whole MENTORING PROGRAMME from Turin, Italy.

As said before, for a more effective transfer, the Mentoring Programme has been split up in three different sub-actions:

**Sub-action 1: CREATION OF THE INTERNATIONAL MENTORS CLUB**

**Sub-action: DESIGN OF THE FUNCTIONING OF MENTORING PROGRAMME IN THE REGION OF MURCIA**

**Sub-action: MATCHMAKING AND NETWORKING WORKSHOP**

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## SUB-ACTION 1 - CREATION OF THE INTERNATIONAL MENTORS CLUB

The Turin Chamber of Commerce runs the Mentoring Programme to encourage the exchange of managerial experiences across international markets with business leaders, with personal or professional ties to Piedmont. The Programme, at its 5th edition, intends to support the international growth of entrepreneurs and business owners in the Piedmont region.

In the case of Italian good practice, mentors are professional with the following characteristics:

- Experienced business professional with ties to Piedmont (by origin, education or work).
- Permanently living and working abroad and member of the Meet@Torino network (connected on LinkedIn).
- At least 10 years of working experience and 3 years of continuous international experience.
- Holding a managerial position in one of the following areas: Sales and business development; Purchasing; Product Development and Research & Development.

Mentors are chosen among the members of Meet@Torino network. This Network has around 1.800 contacts and 45 active mentors every year.

One of the critical aspects to ensure the success of the Mentoring Programme in the Region of Murcia is to create a network of potential mentors, the design of Mentors Club in the Region of Murcia because nothing similar exists in Murcia.

In the case of the Region of Murcia, mentors will have the following profile:

- Experienced business professional with ties to Murcia (by origin, education or work).



- Permanently living and working abroad.
- At least 5 years of business international experience.
- Holding a managerial position in one of the following areas: International Trade, Marketing, Production and Research & Development.



## Activities to be implemented to create the Mentors Club

**1. Design of a Communication Strategy** to disseminate the Mentoring Programme as a whole as well as, in particular, the creation of the Mentors Club and to try to identify potential members of the Club through the collaboration with regional and local stakeholders who might have contacts with potential future members of the Mentor Club. The following dissemination channels will be used:

- Press Conference to present the Mentoring Programme and the Mentors Club in the Region of Murcia.
- Press article in regional and local newspapers.
- Regional and local radio en TV Programmes.
- Social media (Linkedin, Twitter, etc).
- Common information about the Mentors Club will be designed and all the players participating in the creation of the Mentors Club will use the same information to disseminate the existence of the Club.
- Implement communication actions.

**2. Creation of a LinkedIn Premium Account** where all professionals interested in becoming members of the Club will join the LinkedIn Network and the Club.

An innovative element not planned in the Italian good practice and that it will be included in the case of the Region of Murcia is the Annual Award to the best mentor as a tool to promote the Mentoring Programme itself in the Region of Murcia and also to wake up new interests among professionals to become members of the Club.



## Stakeholders involved

**UMU- University of Murcia:** They have an important role in identifying potential members of the Mentors Club through Former Students Associations or Research Groups.

**INFO – Regional Development Agency:** They are one of the key actors in the creation of the Mentors Club. They will contribute in the identification of potential members through their business data base, international network of INFO offices, through INFO Brussels Office, etc.

**CEEIM – Business Innovation Center of Murcia:** They will contribute to identify and select potential mentors in close collaboration with the Regional Development Agency.

**ENAE Business School:** They will contribute to identify potential mentors among their former students.



## Timeframe

**January 2020 – July 2020**

Taking into account that the creation of the Mentors Club is a totally new activity in the Region of Murcia, CEEIM and the regional stakeholders participating in Fast Forward Europe Project have agreed that it would be necessary at least six months to achieve

a list of 25-30 potential members of the Club. Among them, at least 20 mentors would participate in the first edition of the Mentoring Programme in Murcia Region. Europe Project have agreed that it would be necessary at least six months to achieve a list of 25-30 potential members of the Club. Among them, at least 20 mentors would participate in the first edition of the Mentoring Programme in Murcia Region.



## Cost

ACTION 1 - CREATION OF THE INTERNATIONAL MENTORS CLUB	Cost
1. Design of a Communication Strategy	5.000 €
2. Creation of a LinkedIn Premium Account	600 €
3. Implementation of communication actions	3.000 €
4. Regional Development Agency (INFO) communication staff	1.200 €
<b>TOTAL</b>	<b>9.800 €</b>





## **SUB-ACTION 2 - DESIGN THE FUNCTIONING OF MENTORING PROGRAMME IN THE REGION OF MURCIA**

In the case of the Mentoring Programme in Turin (Italy), Mentors and Mentees engage in the relationship on a voluntary non-paid basis and sign an agreement to adhere to certain ethical guidelines. Mentors receive an online training session in the case of the good practice in Turin about the Mentoring Programme in general and the methodology to be followed. The content of this online training is about history and rules of mentoring, a brief presentation of the local business community as well as a section to clarify questions from mentors. Additionally, mentors received also half-a day face-to-face training session the day before the meeting with the companies to reinforce the understanding of the basic rules they have to follow in their activity. The Mentoring lasts at least 8 months, with a minimum of 30 hours-time commitment.

The relation is handled with distance communication technologies (e.g. skype). One-to-one face meetings can be agreed by the parties. Candidates, both mentors and mentee, who will not find a suitable matching in this phase of the programme, may choose to be considered for further editions.

The mentee is a professional holding a key managerial position in a company based in Piedmont, interested in the international growth of the company. The Mentor, based in their own field of experience, facilitates the professional development of the mentee.

### **Values governing the relationship:**

- Open dialogue, transparency and trust.
- Confidentiality.
- No conflict of interest.
- No commercial business relations and/or financial interest in the company.



➤ Sharing of business experience and learnings.

The relation between mentors and mentees is based on the following principles: Both parties are committed not to engage in direct business relationship during the mentoring experience. Mentor and mentee guarantee the absence of conflict of interest in their relationship, during the Programme. The Mentee commits to provide to the Mentor a truthful, transparent and comprehensive description and positioning of the company. Mentor and Mentee commit not to disclose to third parties any sensible information shared around their relationship, unless explicitly agreed to by the parties. The Mentor does not act as a professional consultant during the tenure of this agreement. Both parties are free to finish the relationship, if the discussions are not positive or constructive or if any serious disagreement occurs between the parties. The Organizer is entitled to terminate the relationship, in case the experience does not take off within the first two months.

The functioning of the Mentoring Programme in Italy will be fully transferred to the Region of Murcia with small adaptations to regional context.



## Activities to be implemented

### 1. Set up the working methodology between mentors and mentees and the values of this relationship in the case of Murcia.

For the functioning of the Mentoring Programme in Murcia, both parts will be free to adapt the working methodologies to their needs and contexts, always respecting the framework of the Programme. For that purpose, INFO will develop a Guideline with the main instructions to be followed by two parties. Working methodology:

- An agreement will be set up among mentors and mentees which will include the main elements to be respected during their relationship.
- The relationship is established on a voluntary base.

- Communication will be mainly organised through online tools although face to face meetings could be organised among both parts.
- The relationship will have a duration of 8 months with 30 hours of coaching to be distributed according to the needs and requirements of both parts.

## 2. Organisation of the tool to monitor the relationship between mentors and mentees.

CEEIM and the rest of regional stakeholders participating in the design of the Regional Action Plan will decide if a new tool will be created with this purpose or, if any other existing tool could be adapted and used during the relationship between mentors and mentees.



### Stakeholders involved

**INFO – Regional Development Agency:** They will be the main actor in the monitoring of the relationships between mentors and mentees. They will be in charge of solving doubts of any part and to communicate with both parts, if needed.

**CEEIM – Business Innovation Center of Murcia:** Support INFO in the practical organization of the Programme in Murcia.



### Timeframe

- **From January to July 2020:** Creation of Mentors Club. Mentors expression of interest timeframe.
- **Feb 2020:** mentees application timeframe.
- **April 2020:** Companies willing to participate in the Mentoring Programme visit the business counsellor in the Regional Development Agency to find the most suitable funding lines to be used together with Mentoring Programme (internationalisation)

vouchers programme, etc), if possible

- **From May to September 2020:** First preliminary matching between mentors and mentees.
- **October 2020:** Mentors-mentees introduction plenary meeting in Murcia Region.
- **From November 2020 to July 2021:** Implementation of mentoring experience between mentors and mentees.
- **October 2021:** Awards for best mentors and best relationship between mentor and mentees and Launching event of the new edition of Mentoring Programme in Murcia.



## Cost

The original project is being financed by the Chamber of Commerce, with an additional support of Region of Piemonte. Total costs of the project in the case of Italy is of € 33.000, including:

- Venue for the event (Congress Centre Torino Incontra).
- Travel expenses of the mentors.
- B2B platform software.
- Kick – off meeting catering.
- LinkedIn Premium profile.

In the case of the Region of Murcia, costs will be the following ones:

ACTION 2 - DESIGN THE FUNCTIONING OF MENTORING PROGRAMME IN THE REGION OF MURCIA	Cost
Costs for the Communication Strategy to disseminate the Mentoring Programme in the Region of Murcia.	3.000 €
¼ INFO staff to coordinate the implementation of the Mentoring Programme	2.000 €
<b>TOTAL</b>	<b>5.000 €</b>

## SUB-ACTION 3 - MENTORING PROGRAMME MATCHMAKING AND NETWORKING WORKSHOP

Thanks to the staff exchange implemented in Turin (Italy) to deeper know in situ the best practice of Mentoring Programme, it was clear that one of the key moments in the whole Mentoring Programme procedure was the organization of the annual regional Matchmaking and networking workshop for the presentation of the new edition of the Programme and the moment where mentors and mentees meet in person for the first time. At the meeting, mentors will meet face-to-face mentees candidates, having the opportunity to deeply discuss their expectations and make the final choice of her/his partner.

In the original Italian best practice, mentors' participation is not compulsory, but highly recommended.

### Description

In the case of Murcia, the Mentoring Programme Matchmaking and networking workshop will be organized, the day before to the Forum of Internationalization and Innovation of the Company – FIE+i, which is organized yearly in the Region of Murcia by INFO.

**This Forum serves a triple purpose:**

**01**

Offer companies of the Region of Murcia the possibility of receiving qualified information from experts on international markets and topics of relevant interest for the development of their business strategies.

**02**

Raise them aware about the variety of services and tools of the different actors in the world of internationalization and innovation.

**03**

To enable Murcia companies to contact representatives of the Foreign Network of INFO Offices located in the most important commercial places in the world.



All regional stakeholders have agreed that the context of the Forum of Internationalization and Innovation is the most appropriate event to organize the Mentoring Programme Matchmaking and networking workshop to increase the potentiality, the visibility and impact of the new best practice applied in the Region of Murcia.



## Stakeholders involved

**UMU- University of Murcia:** Important role in the dissemination of the event.

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**INFO – Regional Development Agency:** Main organiser of the launching event.

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**CEEIM – Business Innovation Center of Murcia:** Collaborating in the organisation of the event (with special emphasis in coordinating the participation of regional companies as mentees).

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**CROEM (Regional Confederation of Business Associations); Chambers of Commerce; Technological Centres and Business Associations:** They will contribute to get and select companies participating in the Mentoring Programme.





## Timeframe

**From March (when the first mentors will be selected) to September 2020:**  
Organisation of the Matchmaking and networking workshop.

Between September and December 2020: Implementation of launching and networking event in the Region of Murcia. The definitive date of the Mentoring Programme will finally be decided together with the date of the next edition of FIE+I.



## Cost

ACTION 3 ORGANIZATION OF LAUNCHING AND NETWORKING EVENT OF MENTORING PROGRAMME	Cost
Travel expenses of the mentors	15.000 €
Dissemination costs	6.000 €
Venue of the event	4.000 €
Catering	2.000 €
<b>TOTAL</b>	<b>27.000 €</b>



**Date:** \_\_\_\_\_

**Signature:** \_\_\_\_\_

**Stamp of the organisation (if available):** \_\_\_\_\_



**European Union**  
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**2019**

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Regional Action Plan

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