

Action Plan

of the Hungarian Region, IFKA Public Benefit Nonprofit Ltd.

General Information	
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An interregional cooperation project for improving SME competitiveness policies.


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1. Executive summary of the Action Plan

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.

7 project partners participating in FFWD EUROPE program have represented seven different regions and cultures, seven unique SME supporting landscapes and plenty of diverse tools and procedures in practice. Enormous mass of knowledge, patterns and practices to learn for us.

Hungary's need to learn is clamant, because among our SMEs the knowledge and skills of the entrepreneurs, their chances for networking and making new businesses and their willingness for growing should be more intensively supported by highly customised policy instruments.

As results of domestic SME research shows that one of the main depository of domestic economic growth and SME development is the group of high-growing companies, policy instrument has been chosen corresponding to this target group. Therefore, our specially aimed action is the improvement and extension of our EDIOP-1.1.4 project and the adherent EDIOP-1.2.7-19 program, supporting high-growing companies (HGC).

Our organisation, IFKA is the auxiliary body of the Ministry for Innovation and Technology, working as a partner in the implementation of vision/mission and activities carried out by the Ministry. Deriving of its position, IFKA is taking a lead in a Hungarian priority project addressed to the enhancement of high-growth innovative enterprises (EDIOP 1.1.4-16).

Based on the chosen 3 Italian best practices and one interregional learning event in Hannover, we have formed the Action with the title of **Prolong and Revise Future Hungarian Multinationals Program**, covering two main subactions:

- 1) ***Design of the procedure***, with establishing a separated decision board, customized development plans, a qualified consultancy pool for beneficiaries and measuring the results.
- 2) ***Establishment of Coordination Zone for SME development***. launching an unofficial platform, where institutional representatives meet and coordinate their running and planned programmes and projects, with the potential outputs of common service-package for the beneficiaries and collaborated client routes.

Actions run till the end of 2021, however we hope a continuity of them, costs about 2 million euros and promise quite valuable results, like 70 decisions (approval and rejection) of the Board, 40 customized development plans, a consultancy pool for beneficiaries at least with 30 suppliers, 1 evaluation study and at least 3 institutional client routes strengthening the future network of institutions.

Finally, all the content of this Action Plan couldn't have been born without the Interreg Europe Program and without the FFWD. We would like to express our many thanks for all of that!

2. Description of the project

2.1. Project summary



Strengthening the European economic fabric 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 a lack of support from their regional authorities on 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.

Therefore, FFWD EUROPE will contribute to improve the national and regional Programmes for Investing for Growth and Jobs, through a better use of ERDF for the development and/or improvement of regional policies dedicated to SME competitiveness in the EU countries and regions of the partners and their stakeholders. This goal will be accomplished through various exchanges of good practices that will contribute to impact with strength all policy instruments and make them enhance new elements for business accelerators.

The main outputs are the elaboration of one Action Plan per region, based on the interregional exchanges, that is going to ensure the appropriate implementation during the phase 2 of the project. Partners will get knowledge and experience to design, create and consolidate the settlement of their Accelerator Programs, supported by their regional policies as a result of the implementation. Communication and stakeholders engagement will also be crucial points.

In fine, all European partners with their stakeholders, as well as the SMEs they support, will benefit from the support of the Interreg Europe Programme.

2.2. Description of the project partners



LP - Normandy Development Agency (FR): Regional agency for economic development in Normandy with aim to attract foreign investment, assist foreign companies for setting up business in Normandy. It is the single window for regional aids and has partnerships with actors of economic development in the region. It supports the implementation of local and regional economic policies. AD Normandy also supports a regional investment fund: Normandie Participations.

PP2 - Investment and Business Development Bank Lower Saxony – NBank (DE): NBank is the universal development bank for Lower Saxony, the central instrument for economic, labour market, housing, and infrastructure support policies. NBank implements the support policies of the federal state's government and supports the federal state's administration in the development and design of new support measures. It enables the federal state's government to provide high quality consultancy and funding administration services through a one-stop agency. NBank can draw on qualified personnel with long experience in the field, which individually and comprehensively counsels and assists all applicants and recipients throughout the process.



PP4 - Murcia Business Innovation Center (BIC Murcia) (ES): Private foundation working in the promotion and encouragement of entrepreneurship and supporting the creation and consolidation of technology-based companies. Its missions are to promote the entrepreneurial spirit and business innovation in

society from an early age, to encourage the creation and consolidation of innovative and technology-based companies and to streamline the capture of smart capital and the professionalization of private investors.

PP5 - IFKA Public Benefit NonProfit Ltd. (HU): IFKA Public Benefit Non-Profit Ltd. has been playing an active role in the economic, technical and innovational life of Hungary since 1990, bringing together the fields of logistics, quality assurance and environmental protection. Their extensive network allows them to operate as a bridging institution. IFKA accommodates both Hungarian and European Union objectives. They can bring considerable funding into play in the interests of their public benefit work. On the basis of experts and organizational competence they participate in the development of comprehensive domestic strategies. The benefits of their programs are used both at national and international level.



PP6 - Metropolitan City of Turin (IT): The Metropolitan City of Turin is a wide second level local authority that is responsible for organizing the structure of the coordinated systems for the management of the public services. Other key activities performed by its departments are protection and enhancement of

water and energy resource, enhancement of cultural heritage, transport planning, protection of flora and fauna, hunting and fishing management (inland waters), air and noise pollution and waste disposal (including waste water).

PP7 - Kaunas Science and Technology Park (LT): Since 2008, the KTU RSP (now Kaunas STP) has been involved in the development of the Santaka Integrated Science, Study and Business Centre (Valley). The role of Kaunas



STP is to promote cooperation between science and business. Its main objective is to provide businesses with an opportunity to enjoy the deliverables of research and development created at the Valley and to increase the proportion of business investment therein.



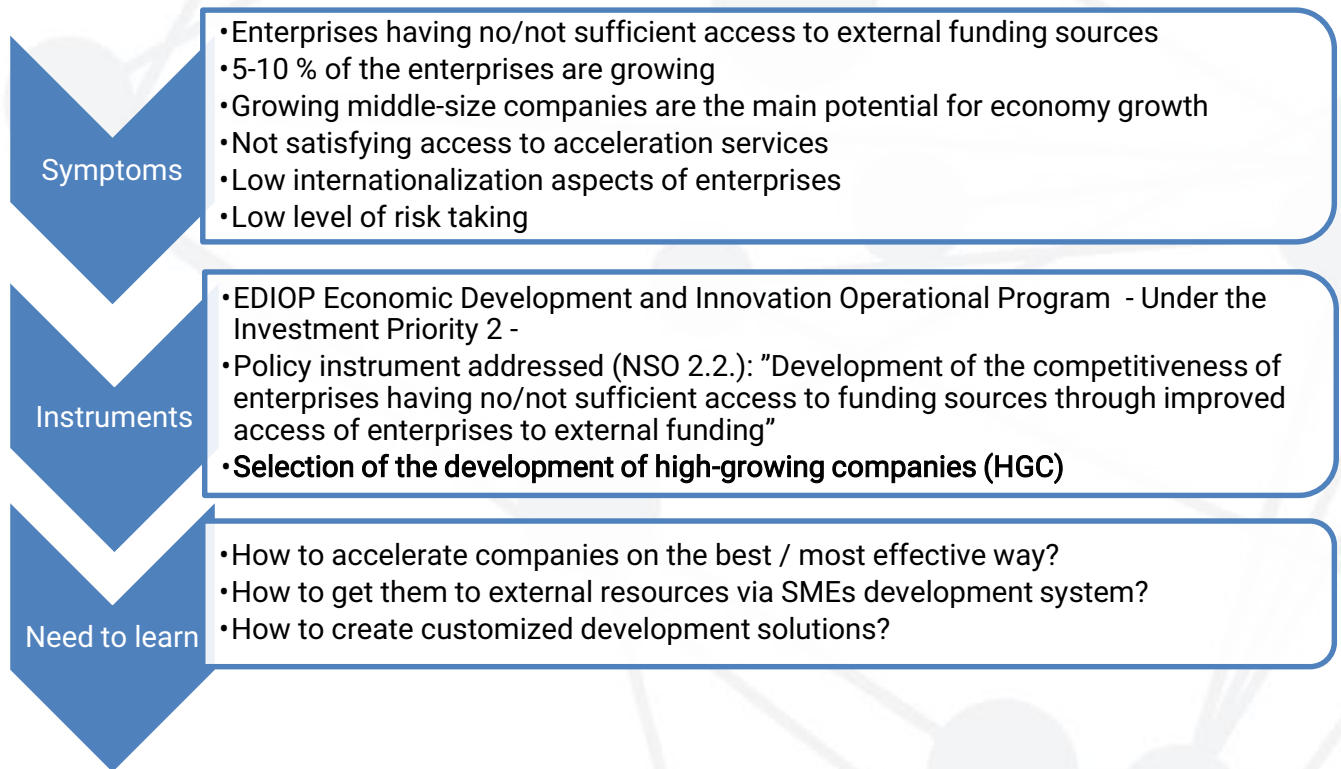
PP8 - Podlaska Regional Development Foundation (PL): The mission of Podlaska Regional Development Foundation, founded in 1994, is to support economic development of the region, including entrepreneurship. The Foundation's activity takes place especially in the information and promotion field (the Foundation cooperate with regional Enterprise Europe Network), and additionally through its participation in distribution of financial resources for creating and development of companies. Support of entrepreneurial development is provided by guarantees, credit and capital investment. Moreover, PFRR as an institution participates in numerous international projects in the framework of transnational programs.

2.3. Policy context

2.3.1. Logic of need for international learning for new actions

In the beginning of FFWD programme we analysed the Hungarian situation regarding SMEs' operation and the development system backing that, and we came to the conclusion of **need of HGC programme development and the necessity to see other patterns of policy making instruments**. Our logic of must for international learning and take actions was the following.

Logic of need for international learning



2.3.2. Highlighting of policy context

For a deeper understanding why we have chosen this policy instrument, a more exhaustive policy context and landscape screening are needed for the Hungarian SME-development palette.

It has to be mentioned that for today domestic knowledge on SMEs financial background is much more extensive than it was 3 years ago. Numerous studies and research on Hungarian SMEs' financial decisions and skills have been completed and underlined the veritable background of the entrepreneurial behaviour of these companies.

In the first phase of FFWD program, we were aware of the fact that the majority of Hungarian enterprises had inadequate access to finance. Symptoms like SMEs were not able to attract financial assistance from the market in order to finance their developments and cover their expenses were apparent. It seemed that this phenomenon is because of the narrowing demand and the deteriorating financing environment which have made the position of SMEs more and more difficult. Balance adjustment of commercial banks, pressure for portfolio cleansing, increasing risk avoidance all contributed to the fall back of loan supply.

Because of the risks, commercial credit represented a quite low rate of needed resources for SMEs of their investments. This continuing trend seemed to cause significant damages on macroeconomic level, because large numbers of viable investments were being delayed.

Besides the high rate of resisted credit claims (16,9%), the rate of SMEs using external funding has been rather low in Hungary.

However, presently is obvious that unsatisfied investment demand arises mainly not from the lack of available financial instruments, but from the behaviour and willingness of potential investors, who implement the project from their own resources instead of from external ones.

During the first phase of FFWD project a more predictable economic environment has been formed. Positive economic expectations are expected to continue to grow, and venture capital-type funding is available in Hungary (for example in the frame of INPUT Program).

However, value added by SME sector is still below compared to the one of EU average as their willingness for growing as well. On the base of research, it has turned out that principally:

- ✓ The knowledge and skills of the entrepreneurs
- ✓ Their chances for networking and making new businesses and
- ✓ Their willingness for investing and growing

should be supported much more by highly customised policy instruments than their access to financial tools, in the group of the high-growing companies as well.

Besides the above, question of how to effectively support high-growing companies in a complex way has to be answered, because this is a main challenge of SME-acceleration.

An improved aimed policy instrument can respond these difficulties and listed revenues are expected from them.

2.3.3. The policy instrument addressed

The policy instrument addressed is the 2.2.5 EDIOP Economic Development and Innovation Operational Programme, Investment Priority 4, NSO 2.2 Development of the competitiveness of enterprises having no/not sufficient access to funding sources through improved access of enterprises to external funding. Under this Hungary focuses on high-growing companies' access to financial resources in order to be able to maintain their increase.

Our specially aimed action is the improvement and extension of our EDIOP-1.1.4 project and the adherent EDIOP-1.2.7-19 program, with the target group of high-growing companies (HGC). As these companies imply a depository of domestic economic growth and SME development, advanced policy instruments should be launched in order to support them effectively.

The so called **Future Hungarian Multinationals Program - FHMP** (EDIOP-1.1.4 and EDIOP-1.2.7-19 together) specially aims for this segment, the **high-growing small- and medium-sized enterprises**, which have the ability and the willingness to improve their efficiency and added value by enhancing their international competitiveness.

The Action Plan aims to impact:

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

3. Background of the project and summary of learning activities

3.1. Origins of the project and of the context of the involvement of the partner

IFKA is the auxiliary organization to the Ministry for Innovation and Technology, exercising founder's rights over IFKA. The Ministry is one of main managing authority of EDIOP (as well as policy instrument) addressed. The Government (Ministry) is represented in IFKA's Supervisory Board. IFKA works as a partner organization in the implementation of vision/mission and activities carried out by the Ministry, through the activities assigned in its Deed of Foundation.

Deriving of its position, IFKA is taking a lead in a Hungarian priority project addressed to the enhancement of high-growth innovative enterprises (EDIOP 1.1.4-16) as well as coordinating the Industry 4.0 priority project (EDIOP 1.1.3-16). Moreover, IFKA is taking part in ERASMUS For Young Entrepreneurs and EIT's Climate KIC Pioneers into Practice acceleration programs.

Within FFWD Europe, IFKA could further strengthen the Hungarian SME landscape and improve the efficiency of policymakers' interventions addressed to provide framework conditions for SMEs to grow and exhibit new forms of funding instruments. The project has provided an outstanding opportunity for IFKA to support policymakers in designing support measures for enterprises to grow and create work opportunities in Hungary.

IFKA is aware of the fact, that solely the organization could be not enough in impact of program planning. The national stakeholder group of IFKA has had an important role in defining and improving the policy. IFKA has coordinated the group and keep representatives of the given organizations informed on the project achievements and lessons learnt. The stakeholder group meet regularly at national level with the representatives of the Ministry for Innovation and Technology as well as IFKA to discuss interregional policy practices, best cases and proposals on the development scenarios for the enhancement of enterprises' product and service portfolios as well as sustainable development.

The main tasks and roles of the stakeholder group were the following:

- a) Participation in comparative analysis, preparation and implementation of small scale pilot program, exchange of experiences, study-visits and active inclusion of gained experiences in the action plan,
- b) Proactive participation and engagement in preparation of the action plan – with suggestions and inputs for action plan,
- c) Contribution to the regional implementation of activities laid down in the action plan during the monitoring and policy instrument implementation phase.

3.2. Summary of the activities

Activities being involved are listed on our website as well as on FFWD homepage. However we would like to emphasize the main sources of our exchange of experience:

- ✓ Interregional Learning event in Murcia on the 5-6 October 2017
- ✓ Steering committee meetings
- ✓ regional stakeholder meetings in Budapest (5 occasions)
- ✓ Staff Exchanges (in Turin on the 20-22 of March 2019, 11-12 September 2019 in Hannover, 4-5th December 2019 in Kaunas).
- ✓ Good practices identified specially supported by the events allowing much personal dialogue

3.3. Interregional character of the learning

Good practices have been selected on predetermined criteria, which are intended to give solutions for gaps uncovered presently in the Hungarian supporting and SME-acceleration system.

We have chosen good practices with the following specifics:

PROVEN OPERATION	<ul style="list-style-type: none"> • Not pilot-program, having an organic development • Tested, well-proven instruments are preferred compared to those in pilot-phase
HIGHLY CUSTOMIZED	<ul style="list-style-type: none"> • Highly customized service and solutions answering on entrepreneurs' needs
INVOLVEMENT OF EXTERNAL EXPERTISE	<ul style="list-style-type: none"> • Special expertise for special needs • Well-structured way of involvement of external expertise
TRANSPARENCY OF OPERATION	<ul style="list-style-type: none"> • Transparent client route • Transparent institutional operation backed with well-based methodology • Transparent responsibilities and tasks • Personal impression: seeing the operability of the instrument

In all cases we investigated the level of compliance with these aspects, therefore we introduce the interpretation of the best practices learnt and adapted with the analysis of this compliance.

3.3.1. Best practice 1: MIP - Mettersi in proprio

MIP - Mettersi in proprio (Start up your own business) in Piemonte (IT) is the Città Metropolitana di Torino's service for enterprise creation, which displays all of our criteria of good practice selection. The service offers expert consulting concentrating on individual entrepreneur's needs and situation, which IFKA has selected due to:

PROVEN OPERATION	<ul style="list-style-type: none"> • 25 years past of organic development: proven well-operation of the instrument • Regular review of the program
HIGHLY CUSTOMIZED	<ul style="list-style-type: none"> • Contact persons, tutors and external expertise assured • All entrepreneurs get a personal accompanying person
INVOLVMENT OF EXTERNAL EXPERTISE	<ul style="list-style-type: none"> • Special expertise for special needs • Well-structured way o involvement of external expertise
TRANSPARENCY OF OPERATION	<ul style="list-style-type: none"> • Client route is obvious • Institutional operation is well-designed, multiinstitutional • All parties have their own tasks – borders are clear

Beneficiaries are: entrepreneurs, would-be entrepreneurs and people interested in self-employment opportunities

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. MIP service was set up in 1994 to face the need of revitalizing the territorial economic structure due to the decline of the big industry and to promote the entrepreneurial attitude. Consequently, the instrument has a 25 years past allowing a stretched organic and continuous development.

The practice is implemented in 2 phases with a consultancy activity and mentoring service:

Phase 1 is a customized assistance path, when the analysis of the business idea, feasibility study, consultancy (juridical, commercial, economical), business plan drafting or self-employment is to be set up. In MIP business plans are judged by an independent body, therefore the job quality of the consultants and beneficiaries can be measured on an impartial and performance-focused way. This function of the institutional background is a to-be-considered point for us as well.

Phase 2 is about specialist advice and tutoring, when analysis of market conditions and development opportunities, support in the definition of development projects, support in the access to funding take place. Mentoring service supports new entrepreneurs in the first three years and provides support in accessing finance instruments, investments, public funding, etc.

This model is important for Hungary, because instead of a simplified support allocation process, MIP services are articulated in consequential phases, each specifically designed to respond to differentiated and specific target groups and needs. Moreover, the mentoring service supports new entrepreneurs in the first three years and provides support in accessing finance instruments, investments, public funding, etc.

In Piemonte MIP is now considered a reference point not only for the would-be entrepreneurs but also for local employment services and service providers. The success of MIP project is largely based on the high quality of consultancy services provided to the would-be entrepreneurs and start-ups. This is

also a to-be-think-over point for the Hungarian circumstances, and an incentive us for choosing professional consultants from the market.

An essential requirement for the project transfer is to respect high qualitative standards for the services provided. The would-be entrepreneurs are the crucial target group, so the services provided should be built around their specific needs. This requires coherent territorial development policies and programs and inspires our organisation to be a catalyst of inter-organisation meetings in order to build more coherent institutional networks in Hungary.

Mip is a significant factor in funding schemes, because:

- ✓ MIP can be a requirement/a qualifying factor in public calls to access regional/local funds:
- ✓ Local action groups calls
- ✓ Prizes for new business ideas (Imprendopinerolo, imprenditori in Collegno)
- ✓ Call by Città metropolitana (Bando periferie)
- ✓ Its real effect can be presented on the one hand by usage of a control group confirmed by statistical data in comparison to “non MIP businesses”, and on the other hand by the results of the assessment questionnaires filled in by all Mip participants that complete the first step/measure
- ✓ Tutor’s meetings can guarantee the regular knowledge sharing and by that the improvement of the program

How have we built this tool in our Hungarian Multi Development Program?

- a) **Differentiation of phases:** After selection of skilful and fast growing enterprises we have cut the supporting period for two phases: in the first phase a very detailed unique development plan has to be completed with the assistance of a business consultant, whilst in the second phase financial aid is accessible for the owner of the company, on the base of the development plan. Consultancy services should be part of the second phase as well in order to assure the customized “mentoring” of the company.
- b) **Measuring control group:** Evidently there is a need to measure the control group, in order to ascertain the real effects of the program. Hungarian Multi Development Program has adopted this idea and is going to examine results among selected and not-selected companies as well.
- c) **Separated pre-decision board:** in MIP actors of the assistance are clearly separated: contact persons, consultants and tutors are all colleagues with highly separated tasks and different skills, as well as the isolated board responsible for decision of financial support. This latter board is also going to be applied in our programme.
- d) **Consultancy for beneficiaries:** Offering a professional consultancy to SMEs gives a high added value as the MIP verifies that. This kind of diverse SME development expertise should be proposed to Hungarian firms as well, somehow with the improvement of the Hungarian consultancy market in order to make capable the consultancy market to assure qualified services.

3.3.2. Best Practice 2: Mentoring for International Growth

In Hungary the export performance of SMEs is quite humble due to several reasons, however export could be one of the main acceleration route of these enterprises. This unique mentoring program could serve as a good practical example how SME's export opening can be fostered and what kind of active tools can be encompassed in such a program.

The Turin Chamber of commerce runs a Mentoring program which aims to encourage the exchange of managerial experiences across international markets with business leaders, with personal or professional ties to Piemonte. The program intends to support the international growth of entrepreneurs and business owners in the greater Piedmont region.

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 and Mentee engage in the relationship on a voluntary non paid basis and sign an agreement to adhere to certain ethical guidelines. They receive a training session in Turin
- ✓ The Mentoring lasts at least 8 months, with a minimum of 30 hour 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 program, may choose to be considered for further editions

Mentors are Italian professionals living abroad, with ties with Piedmont by origin, study or work. Mentors must have +10years of proved experience and managing positions on the field of Management and Business, Product Development, Purchasing or Research.

Mentees are Company Executives or key managers in a company based in Piedmont, interested in the international growth of the company.

Advantages for Mentees:

- ✓ Having access to an international network of experienced professionals in a specific sector or field of work
- ✓ Improving business approach to international markets, with an external, neutral, qualified and unbiased view of the company
- ✓ Understanding what is needed to a foreign market, thanks to the advise of someone who operates in specific industry

The objective of the mentoring program is to improve the internationalization process of the companies in the piedmont territory by sharing good practices and experiences. The project starts with a kick off meeting, with mentors coming from around the world in Turin: it is the main event in which Mentors and potential Mentees know each other, so it is very important to achieve the best matching. Meeting the mentee in person is useful for the Mentor, due to the fact Mentorship is better working when the choice is made face to face.

The achieved goals have been:

- ✓ new strategic plan to grow up in international market

- ✓ new marketing and communication strategy
- ✓ new business plan
- ✓ new internal company organization
- ✓ development of international contacts and market areas

The Mentoring program is easily replicable in other regions, it is mainly based on the networking capabilities of the Chamber of Commerce, both through the Mentors and the Mentees.

The project is being financed by the Chamber, with an additional support of Regione Piemonte. Total costs of the project € 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

We have chosen the program, because:

PROVEN OPERATION	<ul style="list-style-type: none"> • 5 years of proven operation • More and more companies and mentors • Strong collaboration among institutions
HIGHLY CUSTOMIZED	<ul style="list-style-type: none"> • Mentors assure a highly customized and personalized assistance • Export orientation
INVOLVEMENT OF EXTERNAL EXPERTISE	<ul style="list-style-type: none"> • Mentors are experienced leaders who know local landscape as well
TRANSPARENCY OF OPERATION	<ul style="list-style-type: none"> • Hours spent on mentoring are advanced fixed • Mentor meetings • Client and mentor „routes”, expectations toward them and assistance to them are laid out in advance

How have we built this tool in our Hungarian Multi Development Program?

Support of export orientation and chances of the companies: Fast-growing companies call for a massive patronage in how to launch a new product or service on foreign markets. This is a rough road for them, in which professional export consultants should be involved and give assistance for them. Mentoring job might be a second phase, but in the first phase entrepreneurs should be directed to export consultants. Therefore, this latter activity is adopted in the program convinced by the results and significance of “Mentoring for International Growth”.

3.3.3. Best Practice 3: SOCIALFARE Impact Acceleration Models

SocialFare is the first Centre for Social Innovation in Italy, born in Turin in 2013, a certified MISE incubator. The basic idea: social value can generate economic values. SocialFare accelerates social impact knowledge and entrepreneurship to develop capacity, skills and startups to tackle key societal

challenges. It has been interesting for IFKA due to its complex supporting scheme, where design of scale-up the enterprises is also a goal.

Since 2017, SocialFare has decided to work, support and promote the 17 Sustainable Development Goals through its actions and activities, also developed with the collaboration of the Rinascimenti Sociali network.

Social innovative solutions need capacity, mentorship and finance to grow and scale. In Turin and in Italy there is a wide embedded ability to generate social projects that only rarely do scale.

The Social innovation process:

- ✓ Identifying areas of new needs and behaviors
- ✓ Legitimizing peripheral participation
- ✓ Establishing communities of practice
- ✓ Designing new models of inclusion and development
- ✓ Implementing the territorial experimentation
- ✓ Generating sustainability and entrepreneurship
- ✓ Creating Social Brands
- ✓ Activating start-ups and social innovation companies

The acceleration model/practice devised by SocialFare is called FONDAMENTA: the first social impact startup call that selects social innovations with a minimum viable product/service to grow and scale.

FONDAMENTA 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 stakeholders of the practice are SocialFare and the partners in the programme (mentors, consultancies, institutions, private and public organizations, etc.) while the main beneficiaries are people with projects, youth, social entrepreneurs and the users of the social innovations.

Main impacts convincing us for example:

- ✓ 2 M € start-up seed investment by 3 venture partners
- ✓ 200 engagement events and 150 workshop and courses activated
- ✓ 40 Italian network prtners
- ✓ 30 active projects
- ✓ 40 social impact start-ups accelerated
- ✓ 500 sq.m. co-working space and 550 business idea & start-ups applications
- ✓ 3 M € funding raised by the start-up
- ✓ 1,3 M € seed capital
- ✓ 5000 direct beneficiaries
- ✓ 2000 sq.m. in the centre of Turin

Why we have chosen this good practice?

<p>PROVEN OPERATION</p>	<ul style="list-style-type: none"> • 6 years of proven operation • 40 social impact start-ups accelerated, 5000 direct beneficiaries • 3 venture partners and 40 Italian partners in the network
<p>HIGHLY CUSTOMIZED</p>	<ul style="list-style-type: none"> • Mentoring, product/service design, business modelling & impact assessment, networking for scalability, investment readiness
<p>INVOLVMENT OF EXTERNAL EXPERTISE</p>	<ul style="list-style-type: none"> • Mentors and external expertise, venture partners
<p>TRANSPARENCY OF OPERATION</p>	<ul style="list-style-type: none"> • Good defined actors: mentors, consultancies, institutions, private and public organizations • Client routes is transparent in advance

How have we built this tool in our Hungarian Multi Development Program?

Altogether SOCIALFARE Impact Acceleration Model and MIP have several similar elements. Differentiation of phases is much alike, as the highly customized follow-up process. Tutoring and mentoring, unique solutions for unique problems are also identical, as assuring special expertise for diverse functional fields. Both programs have stable methodology for evaluation of business plans and supporting and elements and way of the supporting process is known for the beneficiaries.

These items of the program can be used for the EDIOP-1.1.4 also.

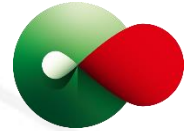
3.3.4. Institutional networking experience of Hannover

However, this is not a “best practice”, we should mention our overall perception on the operation of the supporting system of Low-Saxony.

What we have learnt from the Staff Exchange in Hannover that was the advanced and deeply elaborated scheme of institutional networking in order to serve and support SMEs in a highly effective way.

Several institutions have tied themselves under one umbrella embracing eg. common marketing, planning, customer service functions. This “institutional mind-set” leads to a coherent and coordinated network with much less parallel functions, with bypass of frittering target group away, therefore resulted in a vastly effective and supporting attendance from both interorganisational and SME aspect.

All programs in Hungary should gain the same level of collaboration among participant institutions, to which a bumpy road and hard perseverance leads, and of course the will of sustainable systems.



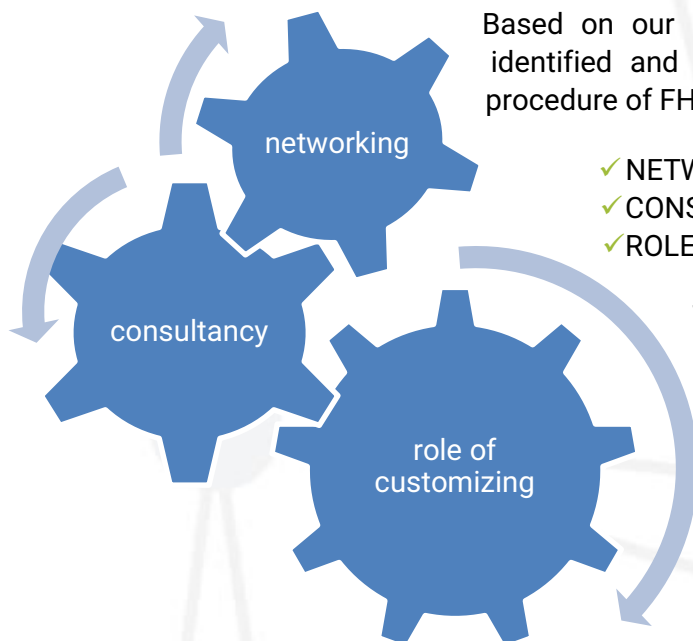
4. Action: Prolong and Revise Future Hungarian Multinationals Program

4.1. The development of Future Hungarian Multinationals Program

Our aimed action has been to improve and prolong our EDIOP-1.1.4 project and the adherent EDIOP-1.2.7-19 program. Whilst EDIOP-1.1.4 is for select 60-80 high-growing companies (HGC) and delivering complex development and stabilization plans for them, EDIOP-1.2.7-19 is for direct financial and professional support to the same enterprises in order to provide them needed resources and realize the development plans (accepted previously).

The so called **Future Hungarian Multinationals Program - FHMP** (EDIOP-1.1.4 and EDIOP-1.2.7-19 together) specifically targets **high-growing small- and medium-sized enterprises**, which have the ability and the willingness to improve their efficiency and added value by enhancing their international competitiveness. Our intention is to provide properly customized advice to our partners in order to support their long run success to develop. FHMP operates as a professional knowledge base, a talent management program and a knowledge transfer platform, where not only research into the HGC segment and real market needs are being explored, but personalized development opportunities and partnerships are also selected. Due to the above mentioned features the elaborated company development plans' mission is to concentrate not only the innovative and internationally competitive products or services but on any kind of innovative process and management solutions that can enhance the enterprises international competitiveness and added value.

4.2. Needs addressed



Based on our FFWD experiences three main needs were identified and addressed during the project development procedure of FHMP:

- ✓ NETWORKING
- ✓ CONSULTANCY
- ✓ ROLE OF CUSTOMIZATION

The above has become crucial for implementing the program successfully in the long run.

FFWD has contributed to the revision of the above activities, the links among them and the overall review of the whole program structure.

4.3. Relevance to the project

FFWD project has given a *huge range of good SME acceleration practices* for us and opened our mind for many diverse supporting schemes and possibilities for this target group. Our change of view powered on several sources, and best practices in the strict sense served only as one source: *our experiences on institutional approach and structure of FFWD actors are deemed as much important as other perceptions in prolonging and revision of our Future Hungarian Multinationals Program's internal skeleton.*



Inspiration for the project is mostly based on our Turin and Hannover staff exchange, and also on the database of FFWD partners of their best practices. During the journeys and personal meetings Hungarian representatives of IFKA could learn miscellaneous good policy instruments, however we concentrated on those ones, in which the common feature has been the customized and at the same time specialized and institutionalized actions for supporting companies. Finding highly-customized policy instruments could be a key for outstanding results of an acceleration program, because it answers on the specific needs for specific companies. Hungarian supporting system had been based on mostly standard supports, in which there was no space of answering on complex and individual entrepreneurial needs. FFWD displayed patterns for the latter ones, being built in our domestic landscape recently.



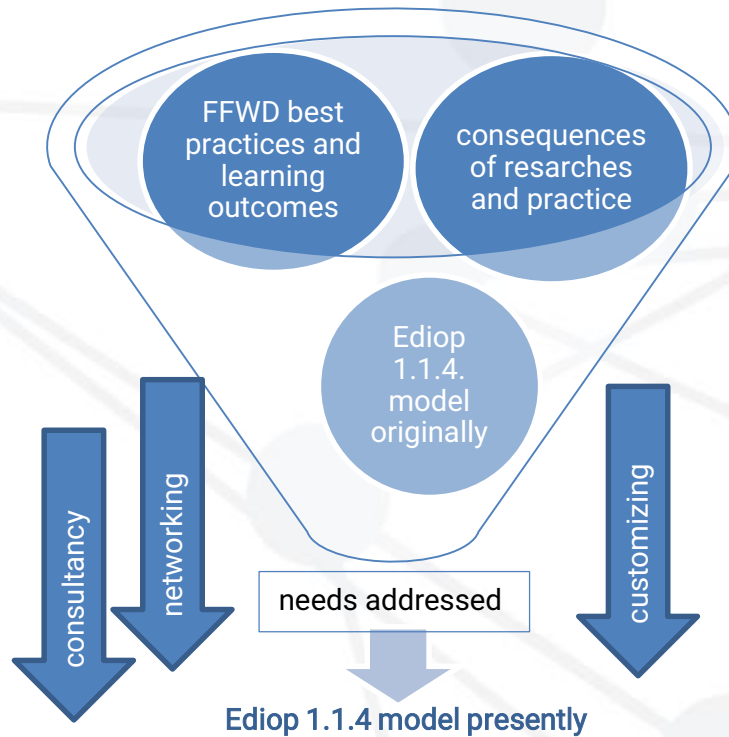
The other focus of our learning process was the model of networking and counselling targeting knowledge sharing and coordination among the SMEs and institutions. Due to this viewpoint networking takes a main role in the design of FHMP.

Without external patterns and distinct base of thinking the rejuvenation of the program could not happen so intensively, and specifically learning of foreign acceleration projects and programs are necessitated for that.

The plan of Hungary for accelerating and securing high-growth companies has been set up before this staff exchange. However, the way how we can reach the goals of the program was not clear. Models learnt in Turin and in Hannover gave us a transparent, real, tested and proved method how to build up a process assuring more likely the success of company supporting process and how to launch that here.

We would like to thank the opportunity for all actor for the opportunity of learning all of these already functioning good practices!

The development of the EDIOP 1.1.4 model inspired by FFWD is shown by the next illustration:



Main activities of the EDIOP-1.1.4 ORIGINALLY	Main activities of the EDIOP-1.1.4. PRESENTLY
	Project preparation and project development
Research for landscape screening, elaboration of business evaluation methods for unique qualifications	
	Carrying out enterprise qualification, Recruitment and Registration of interested HGCs
Fulfilment of enterprise diagnoses and individual development plans	Pre-evaluation of SMSs by management interviews
Database and provision of qualified suppliers	Establishing qualified consultancy pool
Operation of competence centre	Setup of a separated panel/board of experts in order to evaluate the SMEs and decide about the inclusion in the program
Setup of a consultative body in order to support project realization and quality assurance	Framing development plan – diagnostic phase
	Final Approval
Motivation-type trainings for the target-group	
Pilot-development at companies	
	Measuring
	Proposal package for policy makers for further enterprise development

	Communication activities other project management activities
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4.4. The nature of the action

4.4.1. Synthesis of learnt points

Before detailing specific activities, a synthesis of adaptable practices in Hungary should be outlined – based upon the above best practices.

Inspiration for the project is based notably on our staff exchanges. During these journeys Hungarian representatives of IFKA could learn diverse good practices, in which one of the common features has been the customized and at the same time specialized and institutionalized actions for supporting companies. Beyond customizing factor emerged other foci such as the role of networking and consultancy, which has made our learnt points holistic.

Following these significant points of supporting potentially successful companies our actions concentrate on the dynamically growing and innovative SMEs of Hungarian economy supporting these enterprises tailored development with providing financial and technical proposals and support. Main target is to strengthen Hungarian SMEs 'growth both in quantity and quality by urging international competitiveness.

To meet this profile the scope of highly customized development action plans focuses:

- ✓ to preserve progress paths of the SME-s able to grow;
- ✓ to enhance gross value added of the target group developing new products and services, professional management, branding and networking skills;
- ✓ to clear the paths of exports of the already existed or newly developed products or services;
- ✓ tailored type and amount of counselling enable the management to grow and develop

It is clearly stated that a tailored amount of consultancy is a compulsory part of the development plan assuring the improving of soft management skills and process thinking without which no long run based development would be successful.

Last but not least the question of networking leads us to the third angle of the development triangle; it is inevitable to think and act with the standard target to set up and activate system of networks between institutions of national development policy and companies.

The plan of Hungary for accelerating and securing high-growth companies has been set up before this staff exchange of FFWD. However, the ways and exact routes how we can reach the goals of the program was not definitely clear. Models learnt during the staff exchanges and common discussions gave us a transparent, real, tested and proved method how to build up a process assuring more likely the success of company supporting process and how to launch that in our country.

During the process the main focus is to develop a customized development plan meeting the SME involved development needs with the help and support of external experts of the field.

In the realization phase quality consultancy support is highlighted, whose expertise and practice is qualified by independent experts involved by IFKA:

Both the evaluation and the realization phase of the program is shot by action of networking. Another important feature of the FFWD inspired way of thinking is to measure the results of support, which is a significant tool for continuous improvement of national development support practice and this way to culture of quality.

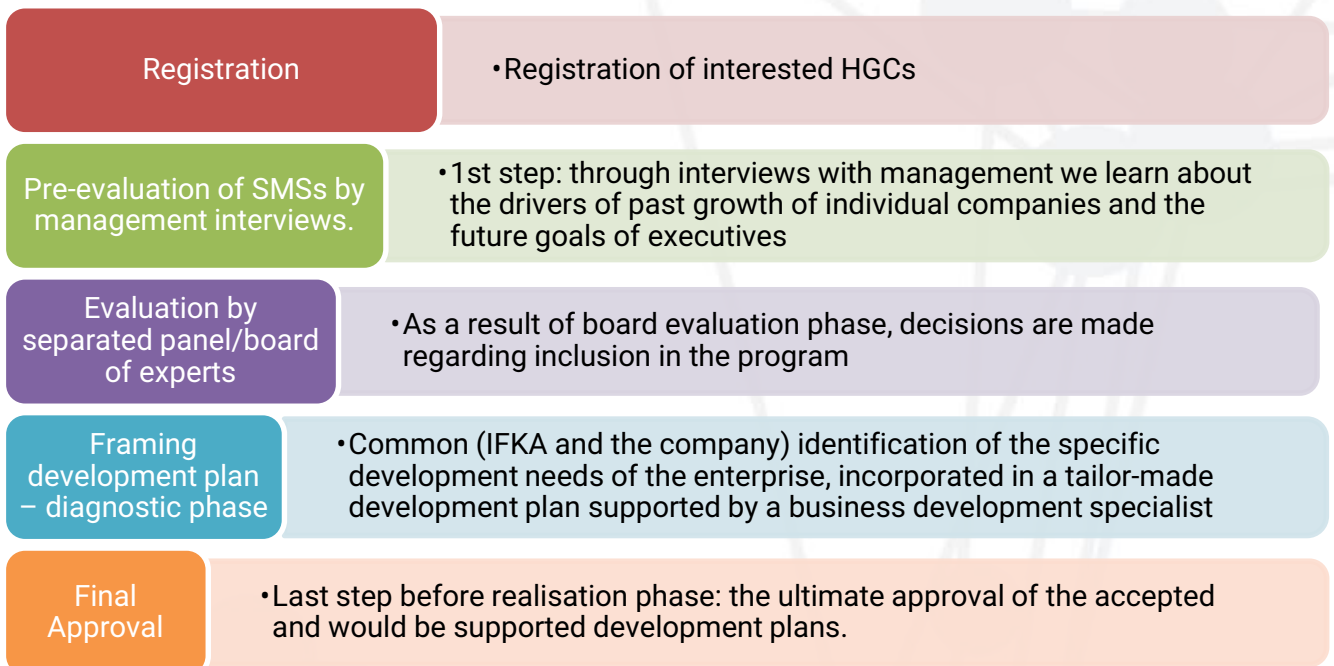
According the above mention facts and conditions our main action is to prolong and revise of Future Hungarian Multinationals Program. We are about to realize this action with the implementation of two subactions.

Subaction 1 – Design of the procedure

Subaction 2 – Development of institutional network

4.4.2. Stages of FHMP

Before stepping forward to our specific activities we should take the whole procedure of beneficiary's selection of Future Hungarian Multinationals Program into consideration. We have got a multistage selection process containing the following phases:



The differentiation of the phases is crucial regarding the system of the transparent selection procedure of which the later mentioned elements are emphasised in the program future development.

According to the above mentioned specific activities to be implemented can be found below.

4.4.3. Subaction 1 – Design of the procedure

Dimensions to be developed:

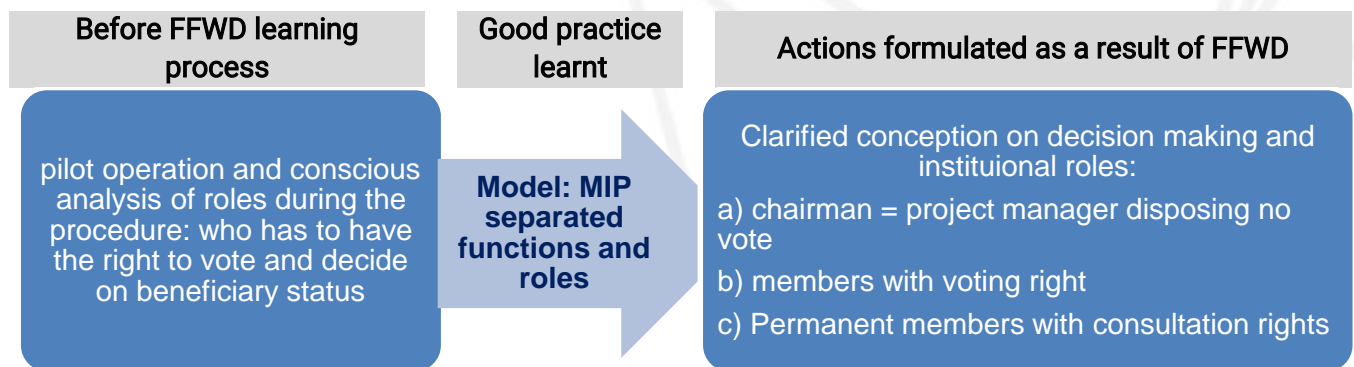
- a) **SEPARATED DECISION BOARD:** Our panel of experts evaluates the individual companies and decides on their inclusion in the program. The participants of the board are responsible for the final decision, on the base of the result of the methodologically unified questionnaire and management interview a company can be aided or not, can be le into the next phase or not.

However the operation model of the board has been in its infancy: roles, decision making right, convocation of the meeting was not mature in the beginning. Mainly in the frame of MIP, but also in SOCIALFARE Impact we could see a good established and organically developed system for decision making on financial assistance.

We have incorporated the following specific lessons learnt from MIP:

- Project colleagues and decision making group are absolutely separated and independent from each other: independent evaluators
- Clarified roles and operation: chairman, members with voting rights and with consultation right

Figure 1: Description of the change in a comparative way



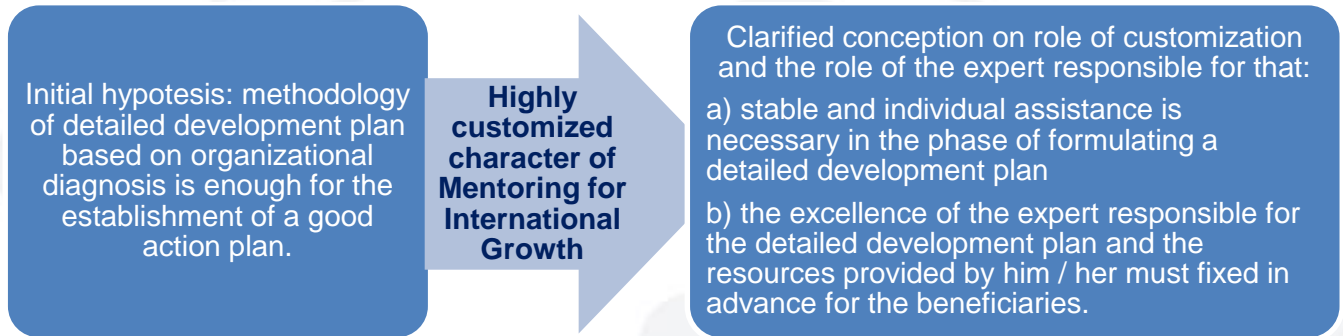
- b) **CUSTOMIZED DEVELOPMENT PLAN:** After the board’s decision of skilful and fast growing enterprises accepted to be supported by the program a very detailed unique development plan has to be completed with the assistance of a business consultant. This document is the basis of the enterprise’s tailor made development.

We have incorporated the following specific lessons learnt from Mentoring for International Growth:

- It is highly tailor-made; which feature helps a lot in the individual prosperity of a company
- It has a perspicuous focus with export and a well-outlined role of the mentor, mentee and their relationship

Figure 2: Description of the change in a comparative way



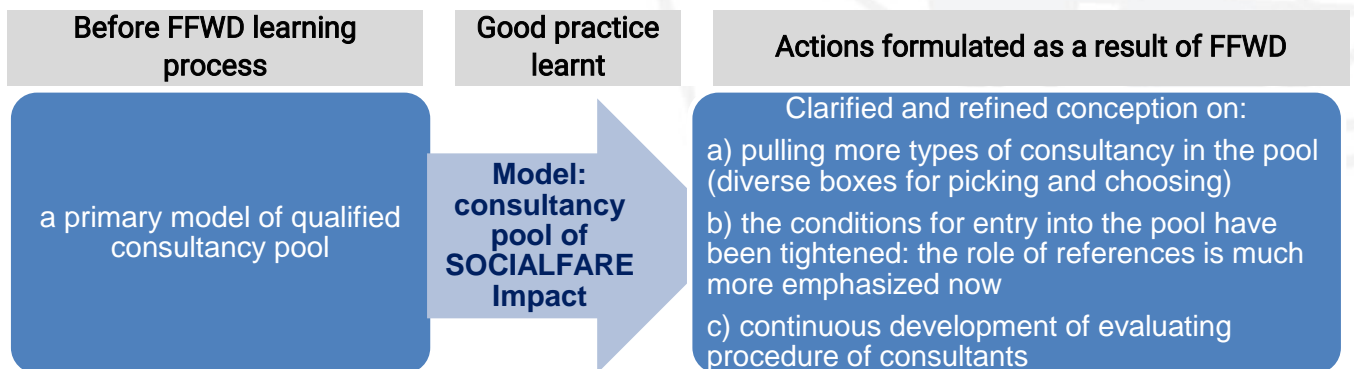


c) **CONSULTANCY POOL FOR BENEFICIARIES:** Consultancy services should be part of the second, so called realization phase as well, in order to assure the customized “mentoring” of the company. IFKA takes on the commitment of qualifying the registering consultant identities in order to assure reliably high level service of counselling for the SMEs in question.

We have incorporated the following specific lessons learnt from SOCIALFARE Impact:

- Consultancy pool is clearly segmented: good demarcated knowledge and competency
- The operation of consultancy pool is clear: a predetermined quantity of consultancy type hour (given HR resource) is dedicated to the projects that need it (they get the needed consultancy assistance)

Figure 3: Description of the change in a comparative way

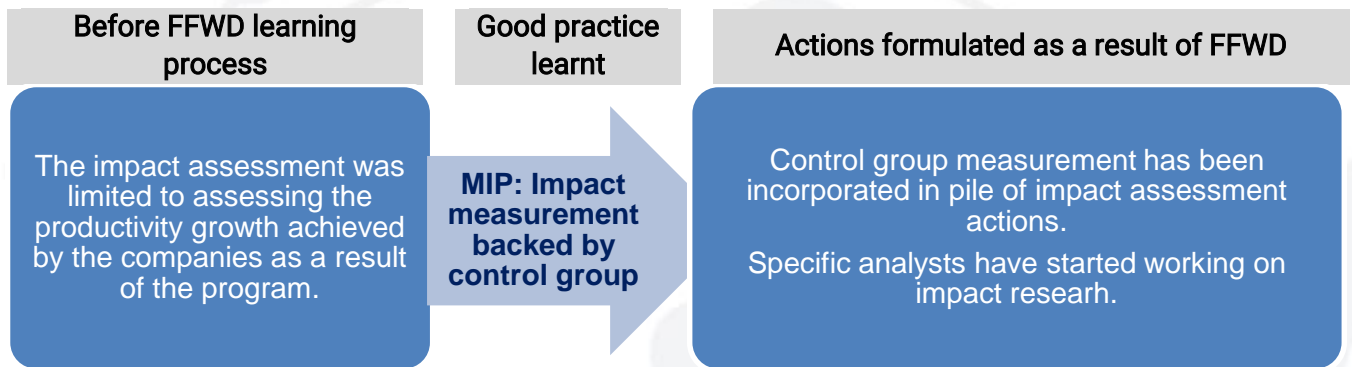


d) **MEASURING THE RESULTS:** Evidently there is a need to measure the results of the program in order to ascertain reliably the real effects of the program. Future Hungarian Multinationals Program has adopted this idea and we are going to examine results among selected and not-selected companies as well. To get an earlier feedback of the measures we are to measure at first the results of presently ongoing program. Result

We have incorporated the following specific lessons learnt from MIP:

- Program impacts are measured with control group as well
- Impacts are visualised and disseminated for a bigger audience in order to show the real results of MIP - this process is supported by dedicated analysts and marketing experts

Figure 4: Description of the change in a comparative way



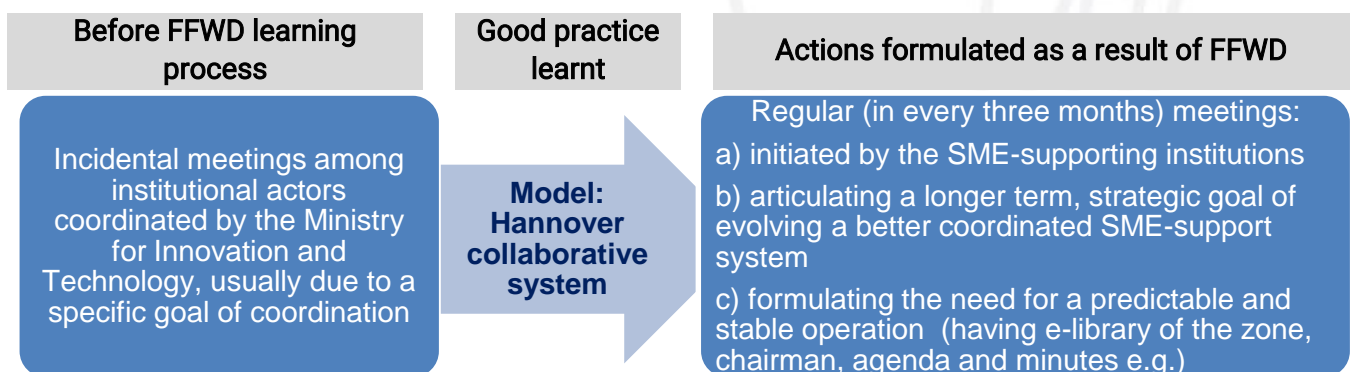
4.4.4. Subaction 2 –Development of institutional network

- e) **Establishment of Coordination Zone for SME development:** Inter-organisational conciliation gains an unofficial **platform, where** institutional representatives meet and coordinate their running and planned programmes and projects. Long-term aim of these meetings is a collaboration for *common service-package for the beneficiaries, collaborated client routes*, marketing and communication activities.

Within the framework of Coordination Zone:

- ✓ We are committed to organize regular - at least half a year - meetings among institutions supporting SMEs in Hungary, in order to synchronize programs designed for company development.
- ✓ We are to establish harmonized and collaborated client routes.
- ✓ Beneficiaries are directed to export consultants of HEPA (Hungarian Export Promotion Agency) in order to be prepared for the launch of their new product of service. Export consultants are going to give unique solutions and assist them in developing a unique export plan.

Figure 5: Description the change in a comparative way

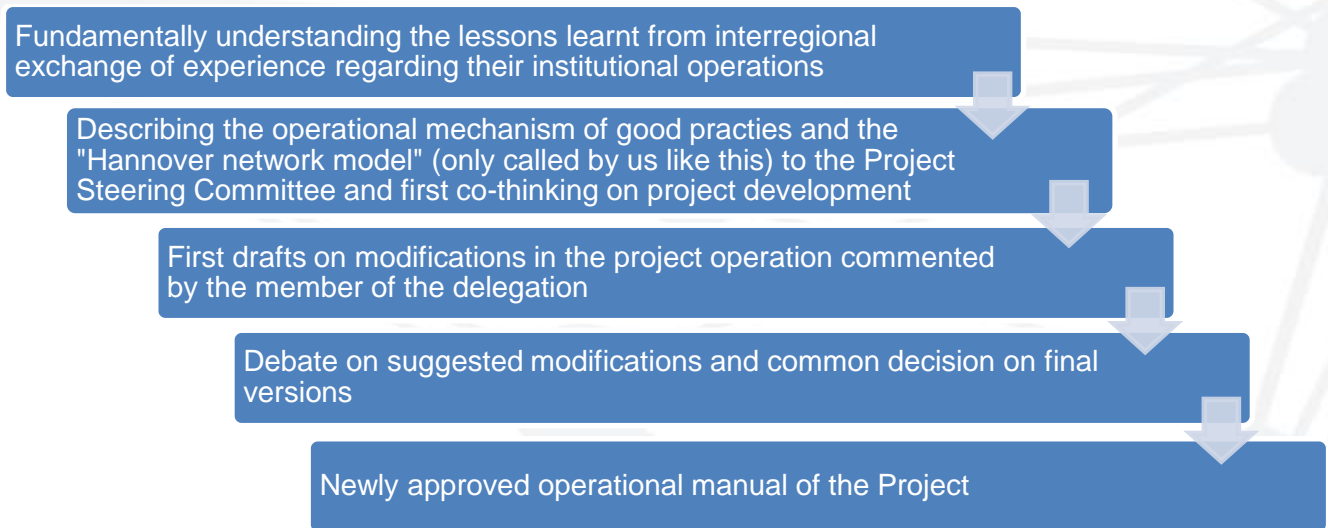


4.4.5. Learning and takeover process of the policy instrument

Beside the fact that diverse policy instruments could have been handled distinctly, Future Hungarian Multinationals Program leaders and decision makers and members of the FFWD learning delegation had discussions and debates on all the learnt points and models potentially affecting FHMP. We considered policy instruments as one system mutually influencing each other, therefore in the frame of

the workshops several reform ideas were born. The following figure displays the step by step process that led from the learning process to the uptake of the lessons learned in the policy instrument.

Figure 6: Steps of the learning process



4.5. Stakeholders involved

As IFKA is the main coordinator of the program, we should have matched up information and practices principally in-house, however our owner, the **Ministry for Innovation and Technology (ITM)** should have been informed about our plans and plus know-how imported into the program.

Besides the above, there are three main actors running connected programmes, relevant for us:

- **SEED Foundation:** leader of the Hungarian Mentor Programme.
- **National Research, Development and Innovation Office**
- **HEPA – Hungarian Export Promoting Agency:** they are the ones preparing the beneficiaries for export activities. With them a clear agreement has been born, a well-determined client route describing the milestones when a client is transferred from one organisation to an other

Besides the above, MKIK – Hungarian Chamber of Commerce and Industry is an important actor as well, representing a collecting point of most of the Hungarian SMEs.

All stakeholders are invited for the regular stakeholders' meetings and all of them are involved in our plans and modifications regarding the program. Regular platforms for conciliation are essential and key factors for the success of the program, therefore they have been institutionalised. This is already a concrete result of our FFWD partnership.

4.6. Timeframe, expected output and indicative costs of the Action

Prolong and Revision of Future Hungarian Multinationals Program)		indicators	unit	value	COSTS	2020.				2021.			
Subaction 1 (Design of the procedure)					1 million euro	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
<i>Separated Decision Board</i>	decision (approval and rejection) of the Board	piece	70										
<i>Customized Development Plan</i>	plan	piece	40										
<i>Consultancy Pool for beneficiaries</i>	qualified consultant identity	piece	30										
<i>Measuring the results</i>	evaluation study	piece	1										
Subaction 2 (Development of institutional network)					1,02 million euro								
<i>Coordination zone for SME development</i>	institutional client routes	piece	3	1,02 million euro									

Indicative funding resources: Needed financial resources is covered by both the Regional Development Fund (ERDF) and domestic resources.

Explanation of expected outputs:

Subaction 1 (Design of the procedure)
<p>a) Separated decision board: We are expected at least 70 decisions of the board including acceptances and rejections as well.</p> <p>b) Customized development plan : At least 40 pieces of elaborated development plans are expected as a result of the program next period.</p> <p>c) Consultancy pool for beneficiaries: IFKA takes on the commitment to qualify at least 30 pieces of consultant identities.</p> <p>d) Measuring the results: One piece of study about results of the program measure is undertaken by IFKA.</p>

Subaction 2 –Development of institutional network
<p>e) Establishment of Coordination Zone for SME development: We are to establish at least three harmonized and collaborated client routes. One of them is that beneficiaries are directed to export consultants of HEPA (Hungarian Export Promotion Agency) in order to be prepared for the launch of their new product of service. Export consultants are going to give unique solutions and assist them in developing a unique export plan.</p>



Endorsement Letter

IFKA Public Benefit Nonprofit Ltd. has been participated in Fast Forward Europe (FFWD) programme, because this Interreg Europe* project is line with our mission and services offered to the Hungarian SME sector.

The common goal 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 market opportunities and new business contacts all over Europe.

FFWD EUROPE has contributed to improve the national and regional Programmes for Investing for Growth and Jobs, through a better use of ERDF for the development and/or improvement of regional policies dedicated to SME competitiveness in the EU countries and regions of the partners and their stakeholders. This goal is going to be accomplished through various exchanges of good practices that contribute to impact with strength all policy instruments and make them enhance new elements for business accelerators.


Project acronym	FFWD
Project title	Fast Forward Europe
Name of the signing organisation (original) including department if relevant	HEPA Magyar Exportfejlesztési Ügynökség
Name of the signing organisation (English) including department if relevant	Hungarian Export Promotion Agency
Name of the policy instrument addressed (original)	GINOP-1.1.4: Magyar Multi Program
Name of the policy instrument addressed (English)	EDIOP Economic Development and Innovation Operational Programme, Future Hungarian Multinationals
Name of partner(s) concerned in the application form (English)	IFKA Public Benefit Nonprofit Ltd.

We hereby endorse the FFWD Action Plan of IFKA Public Benefit Non-profit Ltd., special focus on the Subaction 2, with title of "**Development of institutional network**":

the establishment of a Coordination Zone for SME development: an official platform for interorganisational conciliation on SME-development, where institutional representatives meet and coordinate their running and planned programmes and projects. Long-term aim of these meetings is a collaboration for common service-package for the beneficiaries, collaborated client routes, marketing and communication activities.

Within the framework of Coordination Zone we are committed to:

- ✓ take part in regular - at least half a year - meetings among institutions supporting SMEs in Hungary, in order to synchronize programs designed for company development
- ✓ establish harmonized and collaborated client routes with other organisations

Name of Signatory	<i>Hendrich Balázs</i> 
Position of Signatory	<i>CEO of HEPA Hungarian Export Promotion Agency</i>
Place and Date	Budapest, 17 th December 2019

* For Structural Funds programmes (ie. Investment for Growth and Jobs and European Territorial Cooperation programmes), the list of policy responsible organizations is available on the 'In my country' pages of the programme website www.interregeurope.eu

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Project acronym	FFWD
Project title	Fast Forward Europe
Name of the signing organisation (original) including department if relevant	Innovációs és Technológiai Minisztérium (ITM)
Name of the signing organisation (English) including department if relevant	Ministry of Innovation and Technology
Name of the policy instrument addressed (original)	GINOP-1.1.4: Magyar Multi Program
Name of the policy instrument addressed (English)	EDIOP Economic Development and Innovation Operational Programme, Future Hungarian Multinationals
Name of partner(s) concerned in the application form (English)	IFKA Public Benefit Nonprofit Ltd.

We hereby endorse the FFWD Action Plan of IFKA Public Benefit Non-profit Ltd., special focus on the Action of **Prolong and Revision of Future Hungarian Multinationals Program**, with two Subactions of:

- 1: Design of the procedure**
- 2: Development of institutional network**

Within the framework of this action the following core activities are supported by the Ministry:

- ✓ provision of highly customised solutions to our partners
- ✓ qualified consultancy pool provided to our partners
- ✓ development of networking system of institutions and partners in order to offer a corporate service palette to Hungarian SMEs

Name of Signatory	
Position of Signatory	State Secretary
Place and Date	Budapest, 11 th December 2019

* For Structural Funds programmes (ie. Investment for Growth and Jobs and European Territorial Cooperation programmes), the list of policy responsible organizations is available on the 'In my country' pages of the programme website www.interregeurope.eu

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Project acronym	FFWD
Project title	Fast Forward Europe
Name of the signing organisation (original) including department if relevant	Nemzeti Kutatási Fejlesztési és Innovációs Hivatal (NKFI Hivatal)
Name of the signing organisation (English) including department if relevant	National Research, Development and Innovation Fund
Name of the policy instrument addressed (original)	GINOP-1.1.4: Magyar Multi Program
Name of the policy instrument addressed (English)	EDIOP Economic Development and Innovation Operational Programme, Future Hungarian Multinationals
Name of partner(s) concerned in the application form (English)	IFKA Public Benefit Nonprofit Ltd.

We hereby endorse the FFWD Action Plan of IFKA Public Benefit Non-profit Ltd., special focus on the Subaction 2, with title of "**Development of institutional network**":

the establishment of a Coordination Zone for SME development: an official platform for interorganisational conciliation on SME-development, where institutional representatives meet and coordinate their running and planned programmes and projects. Long-term aim of these meetings is a collaboration for common service-package for the beneficiaries, collaborated client routes, marketing and communication activities.

Within the framework of Coordination Zone we are committed to:

- ✓ take part in regular - at least half a year - meetings among institutions supporting SMEs in Hungary, in order to synchronize programs designed for company development
- ✓ establish harmonized and collaborated client routes with other organisations

Name of Signatory	ZOLTÁN BIRKNER, Dr.	
Position of Signatory	PRESIDENT	
Place and Date	Budapest, 11 th December 2019	



* For Structural Funds programmes (ie. Investment for Growth and Jobs and European Territorial Cooperation programmes), the list of policy responsible organizations is available on the 'In my country' pages of the programme website www.interregeurope.eu

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Project acronym	FFWD
Project title	Fast Forward Europe
Name of the signing organisation (original) including department if relevant	SEED Kisvállalkozás-fejlesztési Alapítvány
Name of the signing organisation (English) including department if relevant	Foundation for Small Enterprise Economic Development
Name of the policy instrument addressed (original)	GINOP-1.1.4: Magyar Multi Program
Name of the policy instrument addressed (English)	EDIOP Economic Development and Innovation Operational Programme, Future Hungarian Multinationals
Name of partner(s) concerned in the application form (English)	IFKA Public Benefit Nonprofit Ltd.

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the establishment of a Coordination Zone for SME development: an official platform for interorganisational conciliation on SME-development, where institutional representatives meet and coordinate their running and planned programmes and projects. Long-term aim of these meetings is a collaboration for common service-package for the beneficiaries, collaborated client routes, marketing and communication activities.

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- ✓ establish harmonized and collaborated client routes with other organisations

Name of Signatory	
Position of Signatory	Managing director
Place and Date	Budapest, 11 th December 2019

* For Structural Funds programmes (ie. Investment for Growth and Jobs and European Territorial Cooperation programmes), the list of policy responsible organizations is available on the 'In my country' pages of the programme website www.interregeurope.eu