

# **Scale Up:**

## **A COMPILATION OF BEST PRACTICES**

March 2020

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## Brief overview of Best Practices (BPs)

### Regional Development Agency of Murcia:

- TRACCIÓN (TRACTION) – mentor or “tractor” companies carry out the task of accompanying, transferring know-how, and business mentoring to new companies through local agents.
- ENTREPRENEURIAL PROGRAMME 360 - helps entrepreneurs who have set up their business in the last five years and need support to consolidate their project.
- INNOVATION ACCELERATOR – offers a suite of innovation services and ecosystem created to deliver a unique program experience for SMEs, increasing the innovation capabilities and competitiveness of pre-innovative SMEs, and helping them to find new business opportunities, partners and investment. Through the program, SME leaders acquire the necessary mind-set, skill-set and toolkit to be able to innovate in today’s hyper-fast environment. The program provides assessment, tools, techniques, workshops, financial support and collaboration networks.
- SUBSIDIES FROM THE INSTITUTO DE FOMENTO FOR THE ENTRY OF PRIVATE INVESTORS IN NEWLY CREATED COMPANIES – promotes the creation of Newly Created Innovative Companies, with subsidies linked to monetary contributions to the share capital of private investors.
- INCOOVA - provides SMEs with teams of highly qualified people who provide innovative solutions by using open innovation methodology

### Regional Management Nordhessen GmbH:

- IHK HESSEN INNOVATIV (Innovation consultancy of the Chambers of Commerce in Hesse) - “IHK Hessen innovative” is the Innovation and technology transfer consultancy of the Chambers of Commerce in the state of Hesse.
- MoWiN INNOVATION LAB: STRATEGIC NETWORKING TO INCREASE R & D PROJECTS AND PATENT APPLICATIONS IN NORTHERN HESSE - The objective is to identify cooperative R & D projects through targeted networking between companies and the university to increase R & D activities.
- SCALEUP HESSEN: Supporting scaleups and networking multipliers - ScaleupHessen invited multipliers, planned joint activities, interviewed scaleup companies, organised A2F-events, an A2F-guide and peer meetings.

### Regional Development Fund on Behalf of the Region of Attica:

- EGG SCALEUP PLATFORM - The Egg Scale Up platform is an advanced business accelerator. It is aimed at businesses that have significant growth prospects, ready to take their next step
- COMPETITIVENESS TOOLBOX - Funding existing small and micro businesses to upgrade and improve their competitive position in the internal and external market.
- INNOVATION CENTER OF ATTICA REGION - Innovation Center of Attica (ICAR) is a supporting structure of R&I, in accordance with the RIS3 guidelines for the chosen fields of regional specialisation

### Lazio Innova:

- OPEN INNOVATION CHALLENGE - supporting cooperation between corporates and startups - Since 2015, the Lazio Region has been promoting an Open Innovation strategy to facilitate the match between demand and supply of innovation. The goal is to create collaboration paths between medium/large companies, startups and innovators to promote and ease the acquisition and adoption of new ideas, new processes and new products and services.
- ESA BIC PROGRAMME (ESA TTP) - Within the ESA Technological Transfer Programme (TTP), ESA BIC Lazio aims to spread the use of space-developed technology also to non-space applications and to fill the gap between innovative space technological ideas and their application for business, making the society more prepared to new business opportunities.
- FARE VENTURE - Fare Venture is the financial tool developed by Lazio Innova for Lazio Region to support venture capital (VC) investments in the Lazio Region start-ups and scale-ups through direct co-investments and investment in venture capital funds managed by private managers.

### **Lubelskie Voivoideship:**

- INVESTORS AND EXPORTERS ASSISTANCE CENTRE (COIE) - Supports investors and exporters, the economic promotion of the Region; the 1st contact for foreign entrepreneurs interested in investing in the region and for locals interested in exporting
- NLAB LUBELSKIE-NEVADA ACCELERATION BRIDGE - a unique acceleration programme for companies from the Lubelskie Region run in cooperation with partners from the USA. to support internationalization and development of SME's.
- REGIONAL BRAND "LUBELSKIE" - The project Regional Brand "Lubelskie" is to promote products and services from region, by granting them a registered trademark - symbol of quality, innovation and care for the environment.

### **Nottingham City Council:**

- UPSCALER PROJECT - The UpScaler project supports high-growth companies to 'scale-up' their businesses through workshops, a peer-to-peer network and grants for coaching and graduate placements.
- THE BIG HOUSE ACCELERATOR PROGRAMME - A 6 month programme supporting early-stage businesses that are innovating with new or existing technology to solve market problems.
- NTU EMPLOYABILITY - Supporting the attraction, recruitment & retention of early career graduate talent to support businesses to scale up, innovate & become more productive.

### **European Association of Economic Development Agencies (EURADA):**

- EXTREMADURA OPEN INNOVATION – a support instrument composed of a technological platform and a personalized attention to the companies which aims to detect the industry's challenges and find out solutions, to become a R&D + TBC (Technology-Based Company) reference.
- UNIIQ – FINANCE FOR THE FUTURE - identifies innovations and teams with the potential to positively impact society and helps them reach this potential by getting on board as a company's first investor.
- GROWTH WITH JOE: BUSINESS JOENSUU'S COMPLETE SERVICE PATH FROM START-UP TO GLOBAL BUSINESS" - provides a complete set of long-term proactive services from starting the company to successful international growth.
- CHALLENGE TO CHALLENGE - an online Challenge fund (risk capital sharing) for innovative startups/SMEs focusing on women entrepreneurship, job creation, and diaspora investment.
- TECH UP - The objective of this programme is to train, mentor and offer consultancy services for companies with growth potential and operating in Bursa, Eskişehir and Bilecik provinces in Turkey.

## INTRODUCTION

SCALE UP is an Interreg Europe project devoted to improving policy instruments to support SMEs capacity to grow in regional, national and international markets. The project consortium consists of the Regional Development Agency of Murcia Region from Spain, the Regional Management Northern Hesse GmbH from Germany, the Regional Development Fund on Behalf of the Region of Attica from Greece, Lazio Innova from Italy, Lubelskie Voivodeship from Poland, Nottingham City Council from the United Kingdom, and the European Association of Economic Development Agencies (EURADA) from Belgium.

The project's work plan was designed to follow a coherent and integrated approach where all the activities are interlinked and framed in a logical path. The approach starts with an analysis of partners' local situations to identify valuable practices. These practices will be then reviewed (through site visits and peer reviews) in a perspective of transfer and adaptation, to design and implement 6 action plans related to the 6 policy instruments from the members of the project consortium (with the exception of EURADA given their communication and advisory role in the project).

These action plans are designed to support SMEs capacity to grow. This way, regional and local authorities can respond adequately to key obstacles that hamper SMEs on their path to growth. The stages in the project are backed up by structured activities and a learning process that reflects the low level of development of business scaling policies.

The following scale-up key areas have been identified to work in the project: New business collaborative models; Improve collaborative culture between science, technology, innovation & industrial companies; Regional smart specialisation sectors in form of partnerships/networks/clusters; use & adaptation to new technologies and accessing to finance tools.

The SCALE UP methodology to select Best Practices (BPs) is divided into 4 steps: to define effectiveness (achievement of certain levels of performance); to identify the success factors; to determine the role of Cohesion policy with respect to achieving levels of effectiveness and to evaluate the sustainability and transferability of the BP.

This booklet introduces the BPs chosen by each project partner which will also be visited by the consortium. In the spirit of sharing knowledge, this document also aims to disseminate useful information to local governments, public and private entities, entrepreneurs and other key stakeholders so that they may be aware of tools and practices they can learn from to improve their businesses.

## I. Regional Development Agency of Murcia


The regional development agency of Murcia (INFO) has more than 30 years of experience encouraging regional companies to incorporate innovation strategies and get involved in cooperation projects between companies. One of the activities to put in place in Murcia Region is to support business competitiveness and provide new business opportunities to regional firms to explore new collaborative issues. To achieve so, cooperation with other regions is fundamental in order to ensure access to international good practices enabling us to learn and to share experiences.

The region of Murcia developed its Industrial Agenda 2021 to include the fostering of the industrial ecosystem as a main axis of the Strategy. This was developed as regional SMEs were found to usually be too small, producing a fragmented business environment. They need to attract talent, innovation and funding in order to scale up. The agenda will implement lines of action devoted to creating a culture of collaboration, promote innovation alliances and boost the scale-up of SMEs through the specific support on the cooperation of industrial companies, raising awareness campaigns and innovation accelerator for SMEs. One of the envisioned result indicators is the number of SMEs that will scale up. The regional development agency of Murcia will improve the chosen policy instrument through new projects related to business concentration of industrial companies, specifically, those where SMEs will collaborate with large companies that will be financed by its ERDF operative programme. New initiatives such as counselling activities, matching events and awareness-raising campaigns will be also added by the implementation of the SCALE UP project. This participation will increase SME engagement on the regional industry agenda and include new opportunities for SMEs to scale up by networking with large regional companies from the industrial sector.

The INFO Murcia has put forward three Best Practices currently being implemented in their region which other project partners can learn from and possibly transfer to their region.

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<b>Region:</b>	Murcia
<b>City:</b>	Murcia

2. Best practice general information	
<b>BP title:</b>	TRACCIÓN (TRACTION)
<b>BP image:</b>	
<b>Has this BP been identified in the course of an Interreg Europe project as part of the learning process?</b>	Yes
<b>The BP needs to be reported under the indicator “number of good practices identified” in the progress report:</b>	BP 1
<b>Please name the project acronym:</b>	SCALE UP – Supporting concentration and robustness of SMEs within the renewed EU industrial policy
<b>Thematic objective of the BP:</b>	Objective 2.1: Improving SMEs competitiveness policies
<b>Geographical scope of the BP:</b>	Regional

<b>BP location</b>	Country	Spain
	Region	Murcia
	City	<i>45 municipalities of the Region of Murcia</i>


<b>3. Detailed description</b>	
<b>Best Practice (BP) short summary:</b>	Tractor companies carry out the task of accompanying and transferring know-how and business mentoring to new companies through local agents.
<b>Detailed information on the BP:</b>	<p>Local Development Agents identify both driving and mentoring companies and start-up companies in their municipality and propose them to INFO to enter the program that has been developed.</p> <p>Tractor companies are companies that have optimally applied strategic measures in foreign markets, in the development of new technologies, in digital marketing and communication, in financial measures, in environmental measures and in corporate social responsibility. These companies have obtained measurable results and are willing to help small companies by exerting an impulse or traction on them through contracts, purchase of products or services, intermediation with suppliers or clients, and with specific actions</p> <p>Mentor companies are those willing to dedicate time and personnel to train small businesses in the areas that are needed.</p> <p>In the first phase, a map and timetable of objectives and activities are drawn up which consist of training, networking, business advice, advice for R&amp;D&amp;I aid, advice for internationalisation aid, INFO's own aid line for private investors to enter the capital of seed companies, support for attendance at trade fairs and awards.</p> <p>Various activities with companies and Local Development Agencies are scheduled throughout the year wherein awards are given to both tractor companies and mentors, for their collaboration with the programme, as well as to the most outstanding new companies.</p>
<b>Resources needed:</b>	Resources used: €30,000 Resources needed:100.000€
<b>Timescale (start/end date):</b>	Start January 2019 – End December 2022



<p><b>Evidence of success (results achieved):</b></p>	<p>Contacts for possible collaboration between novice and tractor companies            Company contracts            Advice for R+D+I grants            Export performance of companies            Social responsibility and environmental sustainability actions in companies            Product sales            Training of the agents of Local Development.            Achievement of skills for commercial relations.            Portfolio of services and products of new companies.            Client portfolio            Improved contact network            Knowledge of aids and subsidies for companies and Entrepreneurs.</p>
<p><b>Challenges/lesson learnt encountered:</b></p>	<ul style="list-style-type: none"> <li>• CSR and EnvironmentalSR implementation measures in Entrepreneurs.</li> <li>• Catalogue of companies of the technological and agricultural sector of the Region.</li> <li>• Work as a team to self-diagnose the Network.</li> <li>• Way of carrying out needs report for the provision of information and advice services.</li> </ul>
<p><b>Potential for learning or transfer:</b></p>	<p>Traction is a BP of interest to other regions since it is replicable in other territories and would obtain optimal results.</p> <p>It must be considered that a network of local development agents such as Red Puntopyme does not exist in other autonomous communities of the national territory.</p> <p>It is a supervised way of involving large companies so that they transfer their knowledge, and at the same time a way of boosting scalability in new companies.</p>
<p><b>Key partners:</b></p>	<p>Regional Development Agency of Murcia            Department of Business Growth            Local Development Agencies in the Region of Murcia</p>
<p><b>Key activities:</b></p>	<ol style="list-style-type: none"> <li>1) Training seminars in different business areas.</li> <li>2) Working groups</li> <li>3) Attendance at Fairs and Meetings</li> <li>4) Meetings between consolidated companies and new companies</li> </ol>
<p><b>Further information:</b></p>	<p><a href="https://bit.ly/3cUAXZI">https://bit.ly/3cUAXZI</a></p>

## SCALE UP - Best Practice (BP): ENTREPRENEURIAL PROGRAMME 360

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<b>Region:</b>	Murcia
<b>City:</b>	Cartagena

2. Best practice general information	
<b>BP title:</b>	ENTREPRENEURIAL PROGRAMME 360
<b>BP image:</b>	
<b>Has this BP been identified in the course of an Interreg Europe project as part of the learning process?</b>	Yes
<b>The BP needs to be reported under the indicator “number of good practices identified” in the progress report:</b>	BP 2
<b>Please select the project acronym:</b>	SCALE UP – Supporting concentration and robustness of SMEs within the renewed EU industrial policy
<b>Thematic objective of the BP:</b>	Objective 2.1: Improving SMEs competitiveness policies

<b>Geographical scope of the BP:</b>	Regional
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<b>BP location</b>	Country	Spain
	Region	Murcia
	City	Cartagena

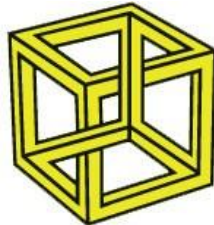
<b>3. Detailed description</b>	
<b>Best Practice (BP) short summary:</b>	The program helps entrepreneurs who have set up their business in the last five years and need support to consolidate their project
<b>Detailed information on the BP:</b>	<p>The main problem detected was the large number of programmes for entrepreneurs, mainly to study the viability of the business idea, and the lack of support programmes for start-ups in their first years of operation in the market.</p> <p>When the project begins to get underway, it is very common for promoters to have an unexpected feeling of loneliness, and they find that they must make a multitude of strategic and immediate decisions, with little experience in this type of situation, and without the possibility to go to experts to guide them.</p> <p>The Programme seeks to address this and accelerate the growth of start-ups, through specialised consultancy in the fields of marketing, digital marketing, internationalisation, financing and innovation.</p> <p>It is aimed at start-ups that have an age not exceeding 5 years.</p> <p>A very important role is played by the Cartagena Business Association (COEC), the Regional Development Agency (INFO), and the European Centre for Business and Innovation Cartagena (CEEIC)</p>
<b>Resources needed:</b>	A maximum of 10 start-ups participate in the programme each year which involves carrying out a series of design, promotion and initial recruitment actions, in addition to consulting, reporting, travel and coordination and administrative tasks, which together involve an approximate cost of € 15,000.
<b>Timescale (start/end date):</b>	September 2019 – August 2020

<p><b>Evidence of success (results achieved):</b></p>	<p>This project contributes to European competitiveness and to the acceleration of regional economic growth.</p> <p>Consolidations plans: 9</p> <p>Digital transformation workshops: 4</p> <p>Planned investment startups: 1.000.000€</p> <p>Jobs created: 27</p>
<p><b>Challenges/lesson learnt encountered:</b></p>	<p>The start-ups have important needs to improve their strategy and business management. They are also eager to innovate in a more powerful way and refine their business model to differentiate themselves from the competition or new imitators.</p>
<p><b>Potential for learning or transfer:</b></p>	<p>Effective entrepreneurship programmes require active methods that engage individuals in creativity, technological awareness, project management skills and innovation in non-traditional learning environments. To this end, innovation in entrepreneurship models and methodologies must adopt practical approaches that include active and participatory methods, with actions aimed at stimulating the implementation of projects and the creation of companies by multidisciplinary teams, promoting training in business management in a generalized manner and facilitating the exchange of ideas, skills, capacities and knowledge.</p> <p>This programme is done in the County of Murcia with around 10 regional companies per year through a bag of consulting hours that the entrepreneur can distribute according to the needs of the startup in the following areas: digital marketing, marketing, financing, innovation and internationalization. Last year's companies received a report with a diagnosis along with a roadmap of actions to be implemented based on the recommendations of the consultants which focus on the growth of the startup.</p> <p>Also included are other value-added services such as access to alternative financing, credits in Amazon Web Services, preferred location in the technology incubator, visibility and promotion.</p>
<p><b>Key partners:</b></p>	<p>Business Growth Unit, Instituto de Fomento de la Comunidad Autónoma de la Región de Murcia (INFO); and Centro Europeo de Empresas e Innovación de Cartagena (CEEIC).</p>

<p><b>Key activities:</b></p>	<ul style="list-style-type: none"> <li>• Promotion and recruitment actions</li> <li>• Consulting</li> <li>• Digital transformation and innovation workshops</li> <li>• Development of Consolidation Plans</li> </ul> <p>Closing and dissemination of results</p>
<p><b>Further information:</b></p>	<ul style="list-style-type: none"> <li>• <a href="https://coec.es/servicios/emprendedores-360/escalado/">https://coec.es/servicios/emprendedores-360/escalado/</a></li> </ul>

## SCALE UP - Best Practice (BP): INNOVATION ACCELERATOR

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<b>City:</b>	Murcia

2. Best practice general information	
<b>BP title:</b>	INNOVATION ACCELERATOR
<b>BP image:</b>	
<b>Has this BP been identified in the course of an Interreg Europe project as part of the learning process?</b>	Yes
<b>The BP needs to be reported under the indicator “number of good practices identified” in the progress report:</b>	BP 3
<b>Please select the project acronym:</b>	SCALE UP – Supporting concentration and robustness of SMEs within the renewed EU industrial policy
<b>Thematic objective of the BP:</b>	Objective 2.1: Improving SMEs competitiveness policies

<b>Geographical scope of the BP:</b>	Regional	
<b>BP location</b>	Country	Spain
	Region	Murcia
	City	Murcia

<b>3. Detailed description</b>	
<b>Best Practice (BP) short summary:</b>	<p>A suite of innovation services and ecosystem created to deliver a unique program experience for SMEs, increasing the innovation capabilities and competitiveness of pre-innovative SMEs, and helping them to find new business opportunities, partners and investment. Through the program, SME leaders acquire the necessary mind-set, skill-set and toolkit to be able to innovate in today's hyper-fast environment. The program provides assessment, tools, techniques, workshops, financial support and collaboration networks.</p>
<b>Detailed information on the BP:</b>	<p><u>Three phases:</u></p> <p><i>Diagnosis phase</i>– Evaluation of SME innovation management performance.</p> <p>Innovation assessment. Diagnostic report: industry, needs, approach to innovation, preferences between exploring new fields, optimizing existing operations. Tailored action plan delivered. This tool relies on the European standards in innovation assessment (CEN TS 16555).</p> <p><i>Assistance phase</i>– According to the action plan.</p> <ol style="list-style-type: none"> <li>1) ConecTTa vouchers, SME first collaboration with Public Research Bodies –PRB</li> <li>2) ICT innovation vouchers, digital technologies to innovate and increase the competitiveness</li> <li>3) Innovation management and systematisation vouchers.</li> </ol> <ul style="list-style-type: none"> <li>– Additional instruments for innovation projects financing: R&amp;D projects funded by different instruments (such as the National Centre for Technology and Industrial Development, CDTI).</li> <li>– Innovator club: pre-innovative SMEs become members of a first-class club with access to group training, Universities and research centres, Brokerage events. Besides, services and professional assistance related to SEIMED EEN are offered (Industrial Property Rights services, European partner searches, business meetings and</li> </ul>

	<p>technology transfer meetings, brokerage events...).</p> <p><i>Evaluation phase</i>– Measurement of the impact. The evaluation phase implies yearly monitoring of SMEs participating in the program with the aim of measuring innovation performance improvement results.</p>
<b>Resources needed:</b>	Budget executed: 80.000€ Expected budget: 29.000€
<b>Timescale (start/end date):</b>	2019 Innovation acceleration 1.0 2020 Innovation acceleration 2.0
<b>Evidence of success (results achieved):</b>	<p>Global service (INNOVATION ACCELERATOR) is designed to focus on the needs and problems of a specific segment: pre-innovative SMEs. An effective design required the existence of a functional innovation system consisting of services, tools and actors creating conditions that foster innovation, all integrated within a wider innovation program.</p> <p>Quantitative: innovation budget increase, turnover increase, profitability increase, job increase.</p>
<b>Challenges/lesson learnt encountered:</b>	<ul style="list-style-type: none"> <li>– Focus on needs and problems of a specific segment: pre-innovative SMEs.</li> <li>– Need system consisting of services, tools and actors creating conditions that foster innovation, integrated within a program.</li> <li>– Importance of engagement, feeling when they join a club.</li> </ul>
<b>Potential for learning or transfer:</b>	<p>The INNOVATION ACCELERATOR can be considered as a good practice in using Public Funds to boost Innovation: A mix of National &amp; Regional public funds, ERDF and Horizon 2020 have been used in this initiative in a more powerful approach for the Agency and regional enterprises, and always under the umbrella of the regional RIS3 (Research and Innovation Smart Specialisation Strategy), to focus our efforts in those economic sectors considered as a priority or an opportunity in the Region of Murcia under a share-vision approached in which researchers, enterprises and public practitioners contributed.</p>
<b>Key partners:</b>	Instituto de Fomento de la Región de Murcia, Department of Innovation
<b>Key activities:</b>	<ol style="list-style-type: none"> <li>1-Evaluation of SME innovation management performance.</li> <li>2-Actions and programmes to improve the SME innovation performance, according to the action plan</li> <li>3-Innovation club</li> <li>4-Evaluation, yearly monitoring</li> </ol>



## SCALE UP - Best Practice (BP): SUBSIDIES FROM THE INSTITUTO DE FOMENTO

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Region:	Murcia
City:	Murcia


2. Best practice general information		
BP title:	<i>Subsidies from the Instituto de Fomento for the entry of private investors in newly created companies</i>	
Has this BP been identified in the course of an Interreg Europe project as part of the learning process?	Yes	
The BP needs to be reported under the indicator “number of good practices identified” in the progress report:	BP 4	
Please select the project acronym:	SCALE UP – Supporting concentration and robustness of SMEs within the renewed EU industrial policy	
Thematic objective of the BP:	Objective 2.1: Improving SMEs competitiveness policies	
Geographical scope of the BP:	Regional	
BP location	Country	Spain
	Region	Murcia
	City	Murcia

<b>3. Detailed description</b>	
<b>Best Practice (BP) short summary:</b>	A programme to promote creation of Newly Created Innovative Companies, with subsidies linked to monetary contributions to the share capital of private investors.
<b>Detailed information on the BP:</b>	<p>The Programme contemplates non-refundable subsidies for innovative companies of recent creation for a maximum of 20,000 euros as contribution to the share capital made by the private investor. In addition to providing money, they support the entrepreneur by sharing with him their experience, know-how and contacts.</p> <p>New companies that are capable of generating income exponentially with the growth of its cost structure. The participation of investors must be equal to or greater than 10,000 €</p> <p>This help is complemented by two other help lines which are Subsidies for EIBT's (Technology-Based Innovative Companies) maximum grant €70,000 non-refundable and ENTREPRENEURIAL Line. Participative loans amount from 25,000€ to 300,000€.</p>
<b>Resources needed:</b>	200.000€ / year
<b>Timescale (start/end date):</b>	January – December 2019
<b>Evidence of success (results achieved):</b>	<p>Year 2018 Amount of the convocation: 100.000€. Number of companies benefiting: 6 Capital inflow: 840.300€</p> <p>Year 2019 Amount of the convocation: 150.000€. Number of companies benefiting: 9 Capital inflow: 918.500€</p> <p>Forecast Year 2020 Amount of the convocation: 200.000€. Number of companies benefiting: 12 Capital inflow: 1.200.000 €</p>
<b>Challenges/lesson learnt encountered:</b>	The approval of this type of subsidy has made it possible for us to know information on different operations of entries of private investors in start-ups of the Region of Murcia, that perhaps in another way we would not have known about them.
<b>Potential for learning or transfer:</b>	<ul style="list-style-type: none"> <li>- Financial aid helped in negotiation with private investors</li> <li>- Financial aid was Key in the investor round</li> </ul>
<b>Key partners:</b>	<ul style="list-style-type: none"> <li>- Private investor networks</li> <li>- Investment Vehicles</li> <li>- European Business and Innovation Centres in the Region</li> </ul>
<b>Key activities:</b>	<ol style="list-style-type: none"> <li>1) Publication of the Regulatory Bases of the Subsidies</li> <li>2) Publication of the Convocation of subventions</li> <li>3) Deadline for submission of applications</li> <li>4) Commission for the evaluation of projects</li> </ol>

	5) Resolution on the granting of subsidies 6) Economic justification for the subsidies Payment of the subsidy
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## SCALE UP - Best Practice (BP): INCOOVA

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2. Best practice general information		
<b>BP title:</b>	INCOOVA	
<b>BP image:</b>		
<b>Has this BP been identified in the course of an Interreg Europe project as part of the learning process?</b>	Yes	
<b>The BP needs to be reported under the indicator “number of good practices identified” in the progress report:</b>	BP 5	
<b>Please name the project acronym:</b>	SCALE UP – Supporting concentration and robustness of SMEs within the renewed EU industrial policy	
<b>Thematic objective of the BP:</b>	Objective 2.1: Improving SMEs competitiveness policies	
<b>Geographical scope of the BP:</b>	Regional	
<b>BP location</b>	Country	Spain
	Region	Murcia
	City	Murcia

<b>3. Detailed description</b>	
<b>Best Practice (BP) short summary:</b>	INCOOVA provides SMEs with teams of highly qualified people who provide innovative solutions by using open innovation methodology
<b>Detailed information on the BP:</b>	<p>The participants in the project are:</p> <p>Entrepreneurs who want to create innovative products and/or services which have the creation and development of a sustainable company among their short-term objectives. This new company will respond to the challenges and innovations raised by companies and association partners.</p> <p>Companies with a demand for new products and services</p> <p>Companies from different sectors provide ideas to develop solutions to latent needs in their business environments. These business challenges will constitute the market niche that the teams of entrepreneurs will work and develop as a business model to respond through the creation of a new company.</p> <p>The methodology of the project has been:</p> <ol style="list-style-type: none"> <li>a. Collection of registrations, selection and training in skills.</li> <li>b. Accommodation: in our co-working space, located on the 1st floor of the CROEM building.</li> <li>c. Training in skills, relational capital and specific business management.</li> <li>d. Advice and mentoring from professionals, as well as from the participating companies and associations that have formulated the challenges.</li> <li>e. Networking between teams, other entrepreneurs, companies etc.</li> </ol> <p>Validation of models through participating companies and associations. Presentation of a minimum viable product or service: prototyping and verification by the Partner company.</p>
<b>Resources needed:</b>	<p>The total budget to develop this project is 110,000 euros</p> <ul style="list-style-type: none"> <li>- On-line platform</li> <li>- Team of professionals to manage the program</li> <li>- Co-working space</li> </ul> <p>Institutions: business associations, professional associations, universities, public and private institutions supporting entrepreneurship in the region</p>
<b>Timescale (start/end date):</b>	01/07/2018 to 30/09/2019
<b>Evidence of success (results achieved):</b>	<p>45 informative and networking sessions with companies</p> <p>24 business challenges and 29 partner companies/associations have been obtained.</p> <p>Web page with dissemination materials.</p>

	<p>Collaboration agreement with the three Universities of the Region, and the financial institution La Caixa</p> <p>More than 200 entrepreneurs registered. 41 people were selected for skills training.</p> <p>24 business challenges have been gathered, responding to sectorial needs.</p> <p>8 teams were set up.</p>
<p><b>Challenges/lesson learnt encountered:</b></p>	<p>Importance of bringing together SMEs and people willing to become entrepreneur, and institutions providing the proper ecosystem through a program of activities and follow up.</p>
<p><b>Potential for learning or transfer:</b></p>	<p>It has a high potential for learning and transferring as the working methodology can be handed over between INFO, business organizations, large companies and start-up companies so that they can solve business challenges and scale their projects optimally.</p> <p>It can be transferred to other regions where there are stakeholders who can meet the cost and who have adequate human resources and the companies to be involved.</p>
<p><b>Key partners:</b></p>	<p>Regional Development Agency of Murcia, Department of Business Growth CROEM, Confederation of Business Associations in the Region of Murcia</p>
<p><b>Key activities:</b></p>	<p>Dissemination between institutions and companies, to attract entrepreneurs and companies</p> <p>Capitation: people interested in the program</p> <p>Selection and Coworking: people selected to form the entrepreneurial teams.</p> <p>Training and mentoring: teams, average of 3 people</p>
<p><b>Further information:</b></p>	<p><a href="https://incoova.com/">https://incoova.com/</a></p>

## II. Regional Management Nordhessen GmbH

The Regional Management (RM) has been responsible for the four most important clusters in Northern Hesse since 2002. Cluster networks are perceived to increase the collaboration between SMEs, as well as between SME and R+D institutions. One major aim of making RM the responsible body for the four important clusters is to manage innovation processes for the cluster and their companies.

Unfortunately, the region of Northern Hesse portrays low levels of expenditure for R+D activities. Thus, focus and support for cluster-development or comparable associations is important to increase the capacity for innovation in the most important sectors of the region.


The policy instrument shall be improved because the funding of cluster networks does not address any measures to explicitly encourage SMEs to engage in the industrial renewal. Special instruments which pay attention to the activation, collaboration, growth and innovation processes of companies are necessary in bringing these companies into international cross-sectoral knowledge exchange. The tools that might be most adequate and relevant to reach this aim need to be evaluated through the Scale Up project.

The purpose is to increase the ability of regional industries to develop new process- or product - innovation, and thus be able to react to the fast changing markets. Most SMEs do not have the capacities to initiate innovation processes on their own. For this reason, external cluster and/or expert support are needed to evaluate future risks and the potential of growth for SMEs through product or process innovations.

The following are Best Practices implemented in the region related to the issues they are facing. Project partners can also learn from and possibly transfer these practices to their region.

## SCALE UP - Best Practice (BP): IHK Hessen innovativ

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2. Best practice general information	
BP title:	<i>IHK Hessen innovativ (Innovation consultancy of the Chambers of Commerce in Hesse)</i>
BP image:	
Has this BP been identified in the course of an Interreg Europe project as part of the learning process?	Yes
The BP needs to be reported under the indicator “number of good practices identified” in the progress report:	BP 3




<b>Please select the project acronym:</b>	SCALE UP - Supporting concentration and robustness of SMEs within the renewed EU industrial policy	
<b>Thematic objective of the BP:</b>	Objective 2.1: Improving SMEs competitiveness policies	
<b>Geographical scope of the BP:</b>	Regional	
<b>BP location</b>	Country	Germany
	Region	Hesse

<b>3. Detailed description</b>	
<b>Best Practice (BP) short summary:</b>	“IHK Hessen innovative” is the Innovation and technology transfer consultancy of the Chambers of Commerce in the state of Hesse.
<b>Detailed information on the BP:</b>	<p>Especially SMEs show a lack of capability and knowledge i. e. of innovation methods, IPR, product safety legislation (i. e. CE) and financing instruments. Entrepreneurs, startups and corporates (especially SMEs) find themselves in situations where they are unable to secure their IPR, to handle and fulfill product safety legislation or find appropriate financing instruments and/or funding.</p> <p>HK Hessen innovative ...</p> <ul style="list-style-type: none"> <li>- supports technology transfer between universities and companies</li> <li>- provides information (presentations, seminars, workshops)</li> <li>- organises network-meetings (i. e. quality management, ideas management, 3d- printing, controlling)</li> <li>- advises predominantly SMEs in IPR-, product safety- and co-funding-matters</li> </ul> <p>Stakeholders are the ten Chambers of Commerce in the state of Hesse. Beneficiaries are the member-companies (the Chamber of Commerce Kassel-Marburg alone has 86000 members).</p>
<b>Resources needed:</b>	The resources needed to set up and to run the practice are 1.75 employees located in the Chamber of Commerce in Kassel. (IHK Hessen innovative altogether: 12)
<b>Timescale (start/end date):</b>	1995 - ongoing
<b>Evidence of success (results achieved):</b>	Factual evidence that demonstrates its practice success are the following outputs: per year, there are 400-500 consultations, ca. 100 presentations, seminars and workshops as well as co-funding consultancy of 30-40 R&D and technology transfer projects.

<p><b>Challenges/lesson learnt encountered:</b></p>	<p>The main challenge is the access to the relevant companies and the employees with the abovementioned tasks and questions. These people should know who to call when questions of product safety, IPR, innovation methods or co-funding occur. The situation can be improved by co-operation of regional institutions with their particular access to the people concerned.</p>
<p><b>Potential for learning or transfer:</b></p>	<p>The results achieved show that it is important to offer SMEs a neutral consultancy to guarantee innovation and technology transfer. The Chamber of Commerce is no authority nor has it an economic interest. So far, the information provided are well meant neutral. Innovation consultancy is a networking people's business and its contribution to the prosperity of the region depends on the faith people have in the organization. Furthermore, the consultancy can also be implemented without a Chamber of Commerce.</p>
<p><b>Key partners:</b></p>	<p>The following are the key partners: Regionalmanagement Nordhessen, Wirtschaftsfördergesellschaften (Promotion companies of trade and industry of the city of Kassel and five administrative districts in Northern Hesse), employer's federation, University of Kassel, and Science Park Kassel.</p>
<p><b>Key activities:</b></p>	<p>The fundamental actions carried out in the realization of the BP are the following: consultancy (CE, IPR, funding), network organization, technology transfer support, presentations, seminars, and workshops.</p>
<p><b>Further information:</b></p>	<p><a href="http://www.ihk-hessen-innovativ.de">www.ihk-hessen-innovativ.de</a></p>

## SCALE UP - Best Practice (BP): MoWiN Innovation Lab

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2. Best practice general information	
<b>BP title:</b>	<i>MoWiN Innovation Lab: Strategic networking to increase R &amp; D projects and patent applications in Northern Hesse</i>
<b>BP image:</b>	
<b>Has this BP been identified in the course of an Interreg Europe project as part of the learning process?</b>	Yes
<b>The BP needs to be reported under the indicator “number of good practices identified” in the progress report:</b>	BP 3
<b>Please select the project acronym:</b>	SCALE UP - Supporting concentration and robustness of SMEs within the renewed EU industrial policy


<b>Thematic objective of the BP:</b>	Objective 2.1: Improving SMEs competitiveness policies	
<b>Geographical scope of the BP:</b>	Regional	
<b>BP location</b>	Country	Germany
	Region	Nordhessen
	City	Kassel

<b>3. Detailed description</b>	
<b>Best Practice (BP) short summary:</b>	<p>The objective is to identify cooperative R &amp; D projects through targeted networking between companies and the university to increase R &amp; D activities.</p>
<b>Detailed information on the BP:</b>	<p>Experiences with regional SMEs show that, while there is a desire for innovation, there are only few resources available to further develop such projects. First of all, professors and research areas do not want to be swamped by innovation project inquiries. Secondly, there are too many interesting ideas that fail at the university barriers.</p> <p>The MoWiN Innovation Lab is aimed at SMEs in the field of mobility and should support joint development projects in Northern Hesse. It takes place 4 times a year. SMEs from the region can present their own innovations at a workshop which is separated into two parts.</p> <p>During the first part, the SME present their idea in front of a consultant from the university who works together with SME. He gives feedback and sound advice from a technical, user and business-oriented perspective. The methodological expertise increases the maturity of the innovation and analyzes it for possible weak points. After running a ½ - day workshop, target groups, benefits, market potential, business model archetype and technological maturity etc. are developed and sharpened.</p> <p>During the second part, the SMEs have the chance to present their idea in front of experts from business development, patent information center, technology transfer of the university and founding consultants from the network Promotion Nordhessen and the cluster MoWiN.net. The experts discuss relevant funding programs and utilization scenarios which are then developed by the cluster management.</p>
<b>Resources needed:</b>	For human resources, there are at least 10 hours/week needed.
<b>Timescale (start/end date):</b>	February 2018 - February 2021
<b>Evidence of success (results achieved):</b>	The MoWiN Lab aims at acceleration and increasing the number of R & D projects through the new, strategic formats, supplemented by pointed advice and fundraising in Northern Hesse.

	<p>Up to now, all the participants were happy with the content. Especially the collaboration with the SME-consultant of the university was fruitful and the cooperation continues recently in terms of a funding program regarding the topic AI and data science which suits perfectly for two SMEs.</p>
<b>Challenges/lessons learnt or encountered:</b>	<p>We provide Innovation Labs where SMEs can present their in-house ideas to connect with additional partners or receive assistance in funding.</p> <p>A more workshop-oriented format providing insights about crucial elements and steps in the innovation process is as well needed as recently implemented.</p>
<b>Potential for learning or transfer:</b>	<p>Recent findings from research and practice have shown that there are still missing links in innovation ecosystems, the linkage of SMEs with the available expertise at universities being one of them. The MoWiN innovation lab provides a platform that – in addition to the actual learning gained by the participating companies – contributes significantly to the development of well functioning innovation systems by strengthening the university – industry link.</p> <p>The format is well suited to be adapted to other cities and regions as well. It is considered as an extremely effective tool for triggering, supporting and enhancing university – industry collaboration by means of an intermediate organisation.</p>
<b>Key partners:</b>	<p>The core partners are Science Park Kassel GmbH and Mowin.Net e. V. as a regional network with about 120 members. The external panels with experts are always changing due to the topic of the Innovation Lab.</p> <p>The MoWiN Innovation Lab is funded by the Hessian ministry (European Regional Development Fund).</p>
<b>Key activities:</b>	<p>The cluster management speaks with potential SMEs and members of MoWiN.net to get to know the need for a special topic and to acquire participants.</p> <p>Additionally, flyers were developed. All activities are documented via social networks and press.</p>
<b>Further information:</b>	<p><a href="https://www.mowin.net/innovation-lab/">https://www.mowin.net/innovation-lab/</a></p>

## SCALE UP - Best Practice (BP): Scaleup Hessen

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2. Best practice general information	
BP title:	<i>Scaleup Hessen: Supporting scaleups and networking multipliers</i>
BP image:	 <p>© EEN Hessen/ Erdmann&amp;Erdmann</p>
Has this BP been identified in the course of an Interreg Europe project as part of the learning process?	Yes

<b>The BP needs to be reported under the indicator “number of good practices identified” in the progress report:</b>	BP 3	
<b>Please select the project acronym:</b>	SCALE UP - Supporting concentration and robustness of SMEs within the renewed EU industrial policy	
<b>Thematic objective of the BP:</b>	Objective 2.1: Improving SMEs competitiveness policies	
<b>Geographical scope of the BP:</b>	Regional	
<b>BP location</b>	Country	Germany
	Region	Hessen
	City	All Hessen

<b>3. Detailed description</b>	
<b>Best Practice (BP) short summary:</b>	ScaleupHessen invited multipliers, planned joint activities, interviewed scaleup companies, organised A2F-events, an A2F-guide and peer meetings.
<b>Detailed information on the BP:</b>	<p>Based on the EU “startup and scaleup initiative” the Enterprise Europe Network Hessen (EEN Hessen) at the state economic development organisation Hessen Trade &amp; Invest GmbH started ScaleupHessen. From 2019, it continued within the EEN Hessen workprogram.</p> <p>Roughly twenty long scaleup telephone interviews were conducted to verify their needs. We could verify the typical scaleup- specific needs: finding the right finance, C-level knowledge, recruiting and onboarding, internationalisation. Marketing/sales was also mentioned, but not considered to be specific.</p> <p>Internationalisation is a key support activity of the EEN anyway. Joint ideas to advance recruiting were not of sufficient interest to enough scaleups. C-level knowledge (necessitating training, coaching, mentoring) were provided on an individual basis. In addition, peer-to-peer meetings were organised for small-group, trustful exchange of experiences.</p> <p>Most focus was put on the right kind of finance. So far, four access-to-finance (A2F) events have been organised, called “Matching series A”</p>

	<p>for startups with a funding need of &gt;1MEUR. Each time, two sets of 6 startups had 15min (10 pitch + 5 discussion) to present their case, with on average 80 participants (50 of which investors) being in the event.</p> <p>An A2F-brochure called “Funding for startups in Hessen – from business angels to stock market” was developed (1<sup>st</sup> edition: 5,000 copies, 2<sup>nd</sup>: 2,000 copies). It was distributed directly as well as via many partners and multipliers.</p>
<b>Resources needed:</b>	2 days/month, 12 kEUR/a, but not possible without additional network effects/partners
<b>Timescale (start/end date):</b>	July 2017 - ongoing
<b>Evidence of success (results achieved):</b>	<p>The BP closed an information vacuum on funding options for advanced startups – 6,000 copies is quite a significant number for the first year. In addition, about every matchmaking event resulted either in funding a startup or the company having found a coach/mentor. The various network effects, such as establishing working contacts into VC or Series BCD- actors or actively networking regional multipliers, come in additionally. The A2F-events usually have 80 participants, 50 of which being investors.</p>
<b>Challenges/lesson learnt encountered:</b>	<p>Building on the experience of multipliers and scaleups directly are keys to success. Networking with all multipliers is valuable for knowledge input and output distribution. As there is a lot of founders and early startups, due to limited resources a clear focus on scaleups was necessary and helpful.</p>
<b>Potential for learning or transfer:</b>	<p>Involving all relevant partners with dedicated support activities for scaleups is key to establishing a topic of important reach as well as yourself as a competent actor in this field.</p> <p>For general economic development, the scaleup funding landscape has many details and language not usually being in the organisation’s portfolio. Thus, partnering and capacity building is key, as well as immersing into the evening events of the regional startup ecosystem. In contrast to startups, scaleups usually already know a lot, have unusually little time and unusually specific needs. General event concepts will probably not work.</p> <p>Transfer is currently done through the EEN network (i.e. Germany as well as specific European events).</p>
<b>Key partners:</b>	<p>Core partners were Deutsche Börse Venture Network, Business Angels FrankfurtRheinMain, Hessen funding banks (WIBank, BMH) and others mentioned above.</p>



<p><b>Key activities:</b></p>	<p>Involve regional scaleup support ecosystem, interview scaleup companies on needs and their opinions on possible actions. Focus on key activities not already in EEN portfolio, such as: startup funding guide, “Matching Series A”-events, P2P meetings. Keeping contact with all groups of the ecosystem.</p>
<p><b>Further information:</b></p>	<p><a href="http://www.een-hessen.de/scaleup">www.een-hessen.de/scaleup</a></p>

### III. Regional Development Fund on Behalf of the Region of Attica

ROA is the key decision maker & responsible policy holder for the management of the ROP 2014-2020, & intervenes in the eligibility selection & the monitoring of projects, also the monitoring of all the policy instruments. RDFA is implementing many EU projects on behalf of ROA, supported also by ROA Managing Authority. Ahead of the 3 connected bodies is the Regional Governor.


The region displays strength in the fields of medicine, transportation-logistics, new products-creative economy, food-agriculture, micro-electronics-mobile applications, aerospace, and gaming while there is an increasing number of clusters related to digital technologies such as microelectronics, gaming, space, mobile applications, shipping, and biotechnology. There is also an emerging dynamic start-up ecosystem and a stronger private sector participation in research. However, the region's main concerns include the economic exploitation of new ideas and supporting the creation of new businesses. There is also limited cooperation between private companies, universities, and research centres. This is coupled with the loose system of governance and planning of R&D and innovation issues in the region along with reduced ERDF resources for the current and succeeding programming period.

To be precise, the territorial situation of the region is facing a tremendous problem in the entrepreneurship sector as a result of the country's remaining economic crisis. This problem is directly connected with unemployment as the region is not able to generate growth and employment for SMEs. For this reason, the need to create new and sustainable jobs in the region is crucial.

The following Best Practices are implemented in the ROA which address their context in certain respects which other partners can also learn from.

## SCALE UP - Best Practice (BP): Egg Scaleup Platform

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<b>Region:</b>	Attica
<b>City:</b>	Athens

2. Best practice general information	
<b>BP title:</b>	<i>Egg Scaleup Platform</i>
<b>BP image:</b>	
<b>Has this BP been identified in the course of an Interreg Europe project as part of the learning process?</b>	No
<b>The BP needs to be reported under the indicator “number of good practices identified” in the progress report:</b>	BP 1
<b>Please select the project acronym:</b>	SCALE UP - Supporting concentration and robustness of SMEs within the renewed EU industrial policy
<b>Thematic objective of the BP:</b>	Objective 2.1: Improving SMEs competitiveness policies

<b>Geographical scope of the BP:</b>	Regional	
<b>BP location</b>	Country	Greece
	Region	Attica
	City	Athens


<b>3. Detailed description</b>	
<b>Best Practice (BP) short summary:</b>	<p>The Egg Scale Up platform is an advanced business accelerator. It is aimed at businesses that have significant growth prospects, ready to take their next step</p>
<b>Detailed information on the BP:</b>	<p>The Egg Scale Up platform supports SMEs to scaleup in national and international level. These SMEs need financial and advisory support. It transforms the Egg's many years of experience to meet the new needs of the ever-evolving Attica business scene. It applies best practices from the most successful scaleup ecosystems abroad.</p> <p>Egg supports the growth of a business, expanding its business and networking. Support is tailored to the needs and goals of each business. Egg helps each business to identify its needs and most importantly its strategy to raise the capital it needs and the networking it needs to achieve its goals. Egg follows a special fundraising strategy for scaleup businesses.</p> <p>Under Egg guidance: Each business defines its real needs, looks at alternative forms of financing and capital raising options. Eventually the business chooses these by matching its profile.</p> <p>Each business evaluates the financial tools offered by the Scale Up platform. It then comes in contact with investors interested in supporting new businesses in their next step.</p> <p>The types of financing offered are: Banking, lending, subsidies, equity funding, equity crowdfunding &amp; Angel investment. The Egg Scaleup platform offers also networking and extroversion.</p> <p>The main stakeholders are Eurobank and Coralia as also other organisations from Greece and around the world like Reload Greece, Mindspace, DMZ and more.</p>
<b>Resources needed:</b>	<p>From 2013 Egg used 3,5 MEuro as financial resources to support SMEs and the platform needs, as also a group of minimum 4 people annually that are fully supporting the platform (to set up and run the</p>

	practice). In addition, Egg is collaborating with mentors and IT specialists as external experts
<b>Timescale (start/end date):</b>	April 2013 – Ongoing
<b>Evidence of success (results achieved):</b>	<p>The Egg initiative (that also supports start-ups) is considered as a successful initiative in Attica Region (as also in Greece) that combines funding resources, business support, networking activities, extroversion in national and international level, as also personalised mentoring for scaling up.</p> <p>So far (from mid-2013 until mid-2019) Egg supported:</p> <p>172 business teams (730 people), 100 companies, 435 businessmen and 62 companies that have filed 31 patents.</p>
<b>Challenges/lesson learnt encountered:</b>	<p>Egg encountered challenges and big opportunities to expand its SMEs scaleup activity abroad. Finding new customers and partners, networking and expanding exports were and still are critical challenges to step on. Egg improves its performance under the supervision of an Advisory Committee of experts</p>
<b>Potential for learning or transfer:</b>	<p>This practice is estimated as being potentially interesting for other regions to learn from. Its innovative activity that combines the same organisation support for start ups and scale ups under the same organisational model and structure is interesting.</p> <p>Egg works in a flexible model of SMEs support, combining different levels of support to match financial, networking-extroversion and advisory needs for business to scaleup.</p> <p>Regarding bigger SMEs, Egg's staff are always advised by very experienced businessmen consisting of the membership of Egg's Advisory Committee.</p>
<b>Key partners:</b>	<p>The Egg Platform was established with the support of the Coralia Organisation that is a critical key partner and supporter of its operations. Coralia supports many initiatives in Attica as Clusters, InnoHubs, Youth Entrepreneurship Projects, International Collaborations &amp; Access to Finance</p>
<b>Key activities:</b>	<p>Egg fundamental actions are to support companies that want to accelerate their growth to take their next step with new products or new markets in Greece and abroad. Egg creates opportunities for growth,</p>

	financing, networking and extroversion of Scaleup companies (that are operating at least 3 years)
<b>Further information:</b>	<a href="https://www.theegg.gr/el">https://www.theegg.gr/el</a>

## SCALE UP - Best Practice (BP): Competitiveness Toolbox

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<b>Region:</b>	Attica
<b>City:</b>	Athens

2. Best practice general information	
<b>BP title:</b>	<i>Competitiveness Toolbox</i>
<b>BP image:</b>	
<b>Has this BP been identified in the course of an Interreg Europe project as part of the learning process?</b>	No
<b>The BP needs to be reported under the indicator “number of good practices identified” in the progress report:</b>	BP 2
<b>Please select the project acronym:</b>	SCALE UP - Supporting concentration and robustness of SMEs within the renewed EU industrial policy
<b>Thematic objective of the BP:</b>	Objective 2.1: Improving SMEs competitiveness policies

<b>Geographical scope of the BP:</b>	National	
<b>BP location</b>	Country	Greece
	Region	Attica
	City	Athens


<b>3. Detailed description</b>	
<b>Best Practice (BP) short summary:</b>	Funding existing small and micro businesses to upgrade and improve their competitive position in the internal and external market.
<b>Detailed information on the BP:</b>	<p>The Region of Attica (ROA) is increasingly experiencing the impact of the current economic recession. This situation is not only due to the economic crisis, but to a long-time weakness of the regional economic structure, which even in periods of economic growth is not able to generate growth &amp; employment for SME's in almost all sectors. The same situation is also recorded in aspects about companies' scaleup and development mostly through internationalization. New business plans can improve growth potentials for existing SMEs to benefit from a specialized support based on structural funds of ERDF, also to better tackle challenges in their business future. This BP reaches its objectives by financing existing small and micro businesses to upgrade and improve their competitive position in the internal and external market, investing in the modernization of their production equipment and the certification of their products. The BP is co-funded by the ERDF (85%). Investment plans start from € 20,000 to € 200,000 and the subsidy is from 50% to 65%. The amount of the subsidy is determined by the export performance of the undertakings. Eligible Areas of Activity are: Food Industry, Energy, Supply Chain, Cultural-Creative Industries, Environment, ICT, Construction. Main stakeholder is EPANEK (Oper.Program) and beneficiaries are SMEs</p>
<b>Resources needed:</b>	The budget in national level is ~400 M€ (for Attica region is 150 M€). The human resources to run the practice are covered by the OP Competitiveness, Entrepreneurship and Innovation 2014-2020 (EPANEK) that hired a intermediate organization to support the evaluation and operation of the program.
<b>Timescale (start/end date):</b>	February 2019 / Ongoing
<b>Evidence of success (results achieved):</b>	There was a great interest of many SMEs that submitted their proposals to be funded and so far more than 900 of them (in the Region



	<p>of Attica) were approved to be funded by the BP program and more than 20% of them have already successfully finalized their business plan implementation. The government will possibly raise this call budget to approve more SMEs business plans to be funded during 2020. The GP is already considered as successful based on SMEs interest, participation &amp; implementation</p>
<p><b>Challenges/lesson encountered:</b></p>	<p><b>learnt</b></p> <p>Entrepreneurship scaleup aspects should be dramatically improved in upcoming years in Attica based on structural changes with the support of the funds of the OP EPANEK as also the Attica ROP 2014-2020. The scaleup challenges and Attica SMEs needs were encountered as a 1<sup>st</sup> big step with this GP</p>
<p><b>Potential for learning or transfer:</b></p>	<p>Regional Development Fund of Attica considers this good practice (EPANEK call for scaleup funding) as being potentially interesting for many other regions to learn from.</p> <p>This can be done through detailed information on the BP structure and its key success factors for a transfer. Subsidized Costs that are included in this call are: Machinery - Equipment up to 100% of the investment plan, Product - Services - Process certification up to 100% of the investment plan, Packaging - Label - Branding up to 25% of the investment plan, Digital Campaign, Consulting as also Technical Studies</p> <p>Means of Transport, Wage Cost of Employees (new staff).</p>
<p><b>Key partners:</b></p>	<p>The critical role in the good practice played the intermediate organisation (KEPA-ANEM) that took over the responsibility on behalf the OP to set all the call details and to run an extended dissemination campaign to attract SMEs to apply their proposals.</p>
<p><b>Key activities:</b></p>	<p>The key action that was carried out in the set up and realization of the BP was the justification and approval of the need to include a very high grant rate (between 50% and 65%). This fact attracted many SMEs to submit their business plans.</p>
<p><b>Further information:</b></p>	<p><a href="https://www.espa.gr/el/Pages/ProclamationsFS.aspx?item=4214">https://www.espa.gr/el/Pages/ProclamationsFS.aspx?item=4214</a></p>

## SCALE UP - Best Practice (BP): Innovation Center of Attica Region

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<b>Telephone:</b>	0030 2132063616
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<b>Region:</b>	Attica
<b>City:</b>	Athens

2. Best practice general information	
<b>BP title:</b>	<i>Innovation Center of Attica Region</i>
<b>BP image:</b>	
<b>Has this BP been identified in the course of an Interreg Europe project as part of the learning process?</b>	No
<b>The BP needs to be reported under the indicator “number of good practices identified” in the progress report:</b>	BP 3
<b>Please select the project acronym:</b>	SCALE UP - Supporting concentration and robustness of SMEs within the renewed EU industrial policy
<b>Thematic objective of the BP:</b>	Objective 2.1: Improving SMEs competitiveness policies
<b>Geographical scope of the BP:</b>	Regional

<b>BP location</b>	Country	Greece
	Region	Attica
	City	Athens

<b>3. Detailed description</b>	
<b>Best Practice (BP) short summary:</b>	Innovation Center of Attica (ICAR) is a supporting structure of R&I, in accordance with the RIS3 guidelines for the chosen fields of regional specialisation
<b>Detailed information on the BP:</b>	<p>ICAR is responsible for the support of scale up businesses of the chosen 3 fields of regional specialisation: Creative Economy, Blue Economy &amp; Sustainable Economy of needs. It addresses a long period regional supporting structural gap that reinforces the networking between the R&amp;I entities, academic institutions, businesses and business clusters of the Region. At the same time, it supports the decision-making processes of the Attica Region bodies (Governor, Regional Council, Committees, etc.) by providing documented input. It works on creation of basic innovation infrastructure: records, inventories, evaluation, creation of structures and infrastructures, platforms, creation of databases and information, documentation of projects and studies, preparation of base studies, publication of action guides and manuals, etc. Key activities are: Networking with universities, academic-research institutions, participation in transnational networks, dissemination of innovative spirit and diffusion of good practices, implementation of educational programs in collaboration, promotion and support of Academic &amp; Scientific Excellence in Greek Tertiary Education, supporting Ph.D. dissertations on R&amp;D issues, support the Regional Board of Research &amp; Innovation (RBRI) in shaping policies and strategy, decision making and in the general operation. ICAR is funded by Attica ROP and the main stakeholders are the region, RBRI, universities – research organisations and entrepreneurial chambers</p>
<b>Resources needed:</b>	<p>The budget that was approved for the ICAR needs until 2023 is 3 M€. The human resources fees needed to run the best practice are covered by its budget &amp; ICAR hired 10 experienced scientists last year to support its scope. External experts for special needs are also occasionally contracted with ICAR</p>
<b>Timescale (start/end date):</b>	June 2018 / Ongoing

<p><b>Evidence of success (results achieved):</b></p>	<p>ICAR has so far supported the Managing Authority of the Attica Region Operational Program 2014-2020 in accelerating the activation of a part of the backlog program and in realizing the interconnection of scale up businesses with the academic and research community of the region. At the same time ICAR staff is acting as a supporting structure of the regional S3 governance and monitoring model. ICAR strongly supported RBRI of Attica in shaping policies and strategy, as also in decision making.</p>
<p><b>Challenges/lesson learnt encountered:</b></p>	<p>The basic challenge that was encountered is the creation of basic innovation infrastructure for scale up SMEs: records, inventories, evaluation, creation of structures and infrastructures, platforms, creation of databases, documentation of projects &amp; studies, preparation of base studies, etc.</p>
<p><b>Potential for learning or transfer:</b></p>	<p>The Regional Development Fund of Attica considers this good practice as being potentially very interesting for many other regions and managing authorities to learn from. This can be done through detailed information on the BP structure and its key success factors for a transfer. Supporting structures like ICAR are more than useful to assist the Managing Authorities in enhancing their efforts for a successful implementation of the RIS3.</p> <p>ICAR staff is high qualified and experienced to act as a day-to-day critical facilitator between the Managing Authority and the RIS3 quadruple helix. ICAR chart and staff responsibilities considered as very flexible to support its needs and tasks depending on the ongoing supporting needs of the ROP of Attica Region. Efforts of the ICAR staff put on continuous Entrepreneurial Discovery Processes preparation and implementation are also interesting key points that support the potential for transfer to other regions</p>
<p><b>Key partners:</b></p>	<p>Key partners of ICAR are the Regional Board of Research and Innovation, the Regional Council, the Attica Governor, the Managing Authority of Attica ROP, the Universities – Research Centers - Institutes of the region, as also the entrepreneurial and scientific Chambers of Attica.</p>
<p><b>Key activities:</b></p>	<p>The key activity of ICAR is considered the promotion and the support of Academic &amp; Scientific Excellence in connection with the scale up SMEs, in the fields and branches of Research and Innovation Strategies for the Smart Specialization (RISS) 2014-2020 of the Region of Attica</p>
<p><b>Further information:</b></p>	<p><a href="http://www.innovationattica.gr/en">http://www.innovationattica.gr/en</a></p>

## IV. Lazio Innova


LAZIO INNOVA is an in-house company of the Lazio Region aimed at the economic development of the whole territory. It provides enterprises and local public administration incentives through regional, national and/or European resources and services for business development.

The region of Lazio has two main concerns: very limited capacity of SMEs to have access to finance and capital risk investments; and the scarce internationalisation amongst start-ups and SMEs. In addition, there is a limited relationship between the public sector and the start-ups/SMEs in their common/sharing projects. Through its policy instruments, the region of Lazio would like to implement measures to support innovative processes, technology transfer and business concentration. Moreover, the region of Lazio would like to support industrial researches and favour the connections between the business world and the knowledge circuit. Finally, the region would also like to support collaborative R&D activities for the development of new sustainable technologies, new products and services along with the economic exploitation of new ideas and supporting the creation of new businesses. Additional fields of interest which the policy instrument aims to address is the improvement of current SMEs through helping increase their business size and the improvement of collaborative culture between science, technology, innovation and industrial companies.

Below are Best Practices implemented in the Lazio region related to the issues they are facing. Project partners can also learn from and possibly transfer these practices to their region.

## SCALE UP - Best Practice (BP): FARE VENTURE

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Region:	LAZIO
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2. Best practice general information	
BP title:	FARE VENTURE
BP image:	
Has this BP been identified in the course of an Interreg Europe project as part of the learning process?	Yes
The BP needs to be reported under the indicator “number of good practices identified” in the progress report:	BP 1
Please select the project acronym:	SCALE UP - Supporting concentration and robustness of SMEs within the renewed EU industrial policy
Thematic objective of the BP:	Objective 2.1: Improving SMEs competitiveness policies

<b>Geographical scope of the BP:</b>	Regional	
<b>BP location</b>	Country	ITALY
	Region	LAZIO
	City	ROME


<b>3. Detailed description</b>	
<b>Best Practice (BP) short summary:</b>	<p>Fare Venture is the financial tool developed by Lazio Innova for Lazio Region to support venture capital investments in the Lazio Region start-ups and scale-ups.</p>
<b>Detailed information on the BP:</b>	<p>Lazio Region's priorities are supporting startups and innovative and technological companies. The lack of VC investor in Lazio Region led Lazio Innova to create a new "Lazio Model" to boost Lazio Regional VC market with intelligent and effective use of European structural funds 2014/2020.</p> <p>Thus, Fare Venture was created with the aim to replicate the success of the "pilot direct fund" and to attract professional fund manager to be based also in the Lazio Region investing in their funds, that will invest in Lazio.</p> <p>Lazio Innova succeeds in harmonising the necessary orientation to the profit and commercial management of all the funds, through private and independent managers remunerated on the results, together with the public objectives of employment and attraction of capitals.</p> <p>All this started in 2017, collaborating with the major Italian stakeholders like AIFI (Italian Private Equity, Venture Capital and Private Debt Association) and Fondo Italiano d'Investimento.</p> <p>All the funds (1 direct and 4 funds) started in 2019, with an amount of € 68 million.</p> <p>LAZIO Venture invested € 44 million in AUM in 4 venture capital funds which will invest in target companies in Lazio.</p> <p>INNOVA Venture, the direct fund (€24 million in AUM), invests directly in the Lazio companies . It added two new features to the previous; namely, the possibility of investing together with equity crowdfunding operators and the possibility of defining co-investment agreements with accelerators and venture capital funds.</p>
<b>Resources needed:</b>	Financial resources: 68 million euros

<b>Timescale (start/end date):</b>	2019-2023
<b>Evidence of success (results achieved):</b>	<p>On December, 2019, Fare Venture already produced the first results with the operative presence of the four VC Funds in Rome, making Lazio Region the second national player, and with the first four investments done.</p> <p>In addition, there are 4 further investments in the next few months.</p>
<b>Challenges/lesson learnt encountered:</b>	<ul style="list-style-type: none"> <li>- Challenge: Let the private managers do their (private) job, helping them to efficiently manage the complex rules of managing public funds for FESR resources.</li> <li>- Lesson learnt: the goal can only be reached through collaboration with the private operators with whom set up win-win models and rules.</li> </ul>
<b>Potential for learning or transfer:</b>	<p>Fare Venture is a model that can be easily replicated once the linkage between public constraints and private capital needs is successfully addressed. Key factors are: 1) find the best mix of funds and private co-investment according to the development phasys of the startup and the characteristic of the ecosystem; 2) stimulate private investors/managers with appropriate incentives (asymmetric profit distribution and/or contribution to scouting cost); 3) set up "market" instrument easy to manage for privates, supporting the latters to manage bureaucracy behind the public fund management.</p>
<b>Key partners:</b>	Fondo Italiano d'Investimento SGR S.p.A. and AIFI (Italian Private Equity, Venture Capital and Private Debt Association)
<b>Key activities:</b>	<ul style="list-style-type: none"> <li>- select the investment committee;</li> <li>- select the best venture capital funds;</li> <li>- negotiate an agreement that would allow general partners to work within market standards and guarantee employment objectives and support for innovative start-ups.</li> </ul>
<b>Further information:</b>	<a href="http://www.lazioinnova.it/contributi-startup-imprese-creative-venture-capital/">http://www.lazioinnova.it/contributi-startup-imprese-creative-venture-capital/</a>



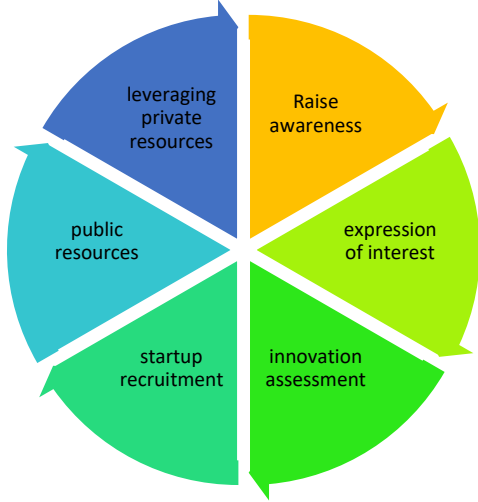
## SCALE UP - Best Practice (BP): Open Innovation Challenge

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2. Best practice general information	
BP title:	<i>Open Innovation Challenge - supporting cooperation between corporates and startups</i>
BP image:	
Has this BP been identified in the course of an Interreg Europe project as part of the learning process?	Yes
The BP needs to be reported under the indicator “number of good practices identified” in the progress report:	BP 2
Please select the project acronym:	SCALE UP - Supporting concentration and robustness of SMEs within the renewed EU industrial policy
Thematic objective of the BP:	Objective 2.1: Improving SMEs competitiveness policies

<b>Geographical scope of the BP:</b>	Regional	
<b>BP location</b>	Country	Italy
	Region	Lazio
	City	Roma


<b>3. Detailed description</b>	
<b>Best Practice (BP) short summary:</b>	<p>Lazio Region has been promoting an Open Innovation strategy. The goal is to create collaboration paths between medium/large companies, startups and innovators.</p>
<b>Detailed information on the BP:</b>	<p>Open Innovation is a systematic approach to engage and channel public/private resources to find solutions for specific business opportunities and needs.</p> <p>As a facilitator, in 2015, Lazio Innova launched the first Open Innovation Challenge with the aim of supporting the whole entrepreneurial ecosystem (from large corporates to startups and talents) by offering the entire range of services required to ease either the innovation process for Large Corporates and the scale-up for startups.</p> <p>The approach can be summarized in the following steps:</p> <ul style="list-style-type: none"> <li>• Raise awareness of Large Corporates on the importance of open innovation and collaboration with startups;</li> <li>• Guarantee open call for expression of interest of large/medium corporates to launch a challenge (expression of interest);</li> <li>• Facilitate the open innovation assessment of Large Corporates through a team of experts from Lazio Innova;</li> <li>• Leverage the Lazio startup ecosystem disseminating and promoting the large corporates needs (open innovation startup recruitment);</li> <li>• Engage public financial resources to facilitate the challenge (i.e. mentoring, prize award) (open innovation public resources);</li> <li>• Leverage private resources (sponsor corporate additional prizes – i.e. internship, additional prize money, experts human resources ..) (Open innovation leveraging private resources).</li> </ul>

	
<p><b>Resources needed:</b></p>	<p>Minimum budget is 20K€ for a single challenge. It must include:</p> <ul style="list-style-type: none"> <li>● Expert mentors facilitating startup-large corporate relationship;</li> <li>● Prize award;</li> <li>● Internal staff:4 full time staff;</li> <li>● Promotion, dissemination and final event.</li> </ul>
<p><b>Timescale (start/end date):</b></p>	<p>2015- ongoing</p>
<p><b>Evidence of success (results achieved):</b></p>	<ul style="list-style-type: none"> <li>● 9 Open Innovation Challenges with Large corporates;</li> <li>● 54 startups involved in the Open Innovation process;</li> <li>● 116 innovation proposal received from Startups;</li> <li>● 7 commercial agreements signed between Large Corporates and Startups.</li> </ul>
<p><b>Challenges/lesson learnt encountered:</b></p>	<ul style="list-style-type: none"> <li>● In young ecosystems, the entire open innovation process has to be guided.</li> <li>● It's absolutely crucial to study local vertical markets, as well as align with them and invest in them.</li> <li>● Cross-contamination among ecosystem's partners will bring benefits for a long-term growth.</li> </ul>
<p><b>Potential for learning or transfer:</b></p>	<p>The Open Innovation Challenge has been conceived to be easily replicable with very few exceptions. The methodology was defined in steps easy to implement. Two pre-requisites are essential in support of the execution of the program:</p> <ol style="list-style-type: none"> <li>1) A long and deep process with the large company for the definition of the needs (technological, marketing....) to launch the challenge. In this respect many methodologies can be applied (design thinking, world café, 1to1 meetings, assessments..). Lazio Innova adopts 1to1 and assessment meetings to identify the problems to start the procedure;</li> <li>2) Identification of the different cooperation agreement between startups and large corporates (commercial agreement, public procurement, R&amp;D cooperation.....) to guarantee the best results of the program.</li> </ol>
<p><b>Key partners:</b></p>	<ul style="list-style-type: none"> <li>● Accelerators, universities and incubators promoting information and support to Startups;</li> </ul>

	<ul style="list-style-type: none"> <li>● Industrial Association supporting Open Innovation methodology in Large Corporates;</li> <li>● Regional Government promoting the Open Innovation Challenge Instrument;</li> <li>● Dedicated press release.</li> </ul>
<p><b>Key activities:</b></p>	<ul style="list-style-type: none"> <li>● Open Innovation Awareness with Large Corporates;</li> <li>● Identification and definition of Innovation needs with Large Corporates;</li> <li>● Definition and launch of the Open Innovation Challenge call;</li> <li>● Promotion of Open Innovation Challenge call;</li> <li>● Management and selection of applications coming from startups;</li> </ul>

**SCALE UP - Best Practice (BP): ESA BIC PROGRAMME (ESA TTP)**

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Region:	LAZIO
City:	ROME

2. Best practice general information	
BP title:	ESA BIC PROGRAMME (ESA TTP)
BP image:	 <p>→ <b>ESA BUSINESS INCUBATION CENTRES</b> THE SPACE YOU NEED TO GET YOUR BUSINESS IDEAS OFF THE GROUND</p> <p>ESA BIC HARWELL, ESA BIC NOORDWIJK, ESA BIC FLANDERS, ESA BIC DARMSTADT, NÜRNBERG, DIERPFAFFENKIRCHEN, BERCHTESGADENER LAND, ESA BIC BAVARIA, ESA BIC LAZIO</p> <p>www.esa.int/Atp www.esa.int/bic</p> <p>esa business incubation centre</p>
Has this BP been identified in the course of an Interreg Europe project as part of the learning process?	No
The BP needs to be reported under the indicator “number of good practices identified” in the progress report:	BP 3

<b>Please select the project acronym:</b>	SCALE UP - Supporting concentration and robustness of SMEs within the renewed EU industrial policy	
<b>Thematic objective of the BP:</b>	Objective 2.1: Improving SMEs competitiveness policies	
<b>Geographical scope of the BP:</b>	Regional	
<b>BP location</b>	Country	ITALY
	Region	LAZIO
	City	ROME

<b>3. Detailed description</b>	
<b>Best Practice (BP) short summary:</b>	<p>ESA BIC Lazio aims to spread the use of space-developed technology to fill the gap between innovative space technological ideas and their application for business</p>
<b>Detailed information on the BP:</b>	<p>ESA Business Incubation Centres (ESA BICs) were created with the purpose to inspire and work with entrepreneurs to turn space-connected business ideas into commercial start-ups companies. Such a network, spread over more than 60 cities, is located in 17 European countries. Together with their national partners, ESA BICs provide all the needed technical expertise and business-development support to the more than 300 start-ups currently under incubation.</p> <p>With a budget of EUR 500,000.00, the Open Call ESA BIC Lazio 2018-2019 selected 10 entrepreneurial projects, each of them worth of EUR 50,000.00. Main beneficiaries are start-ups with less than 5 years, private and public universities (researchers, lecturers and professors) and future entrepreneurs. In the spirit of ESA BIC Lazio programme, Lazio Innova, ESA and ASI make available to the selected projects a 2-years period of an articulated and integrated system of incubation service at Lazio Innova Spazio Attivo Roma Tecnopolo. The incubation service, working as an accelerating phase to enter the market in the short-time period, includes logistics, coaching/technical mentoring services, as well as the access to the space office with spacious rooms all equipped with the latest technology. Thus, Lazio Innova not only makes available and shares its know-how within the actions related to entrepreneurial promotion, but it also offers a complete package of services to encourage the proliferation of space-tech start-ups.</p>
<b>Resources needed:</b>	EUR 500,000.00 (co-financing 50% Lazio Region and 50% ASI)
<b>Timescale (start/end date):</b>	2018-2019

<p><b>Evidence of success (results achieved):</b></p>	<p>Lazio Region is the first Region hosting an ESA's incubator. Thus, ESA BIC Lazio performs its role of regional "repeater" for the dissemination of knowledge on space technologies, to facilitate the know-how transfer for the realisation of solutions, products and services in different sectors.</p>
<p><b>Challenges/lesson learnt encountered:</b></p>	<p>Supporting the development of the spill overs of space investments in terms of innovation and economic growth is an action of primary importance in the policies of public support for innovation and technology transfer.</p>
<p><b>Potential for learning or transfer:</b></p>	<p>Thanks to ESA's BICs, the space economy can benefit from a renewed bottom-up approach, exploiting all the potential that these new start-ups can bring.</p> <p><b>Successful ESA BIC entrepreneurs</b></p> <p>The ESA BICs provides an excellent opportunity for entrepreneurs and start-ups to turn their ideas and inventions into successful businesses in Europe. In particular some space technologies spin-offs have resulted in innovative applications and smart solutions for citizens on Earth. The ESA BIC programme offers</p> <ul style="list-style-type: none"> <li>- office space and logistics support</li> <li>- technical support</li> <li>- business assistance</li> <li>- seed money and access to equity loan facilities</li> <li>- access to inventors, VCs and other finance opportunities</li> <li>- help to find partners and launch business internationally through the extensive ESA BIC network</li> </ul> <p>The Open Call ESA BIC Lazio is at its 4th edition. So far, it funded up to 40 projects in the area of the space economy. This means that this is a proven mechanism for the Lazio Region, which has strengthened all the procedural, methodological and operational tools in this context.</p> <p>Also the multi-level financing system (European, National and Regional) is a key-element in this regard.</p>
<p><b>Key partners:</b></p>	<ul style="list-style-type: none"> <li>● Univ. Sapienza</li> <li>● Univ. Tor Vergata</li> <li>● Consiglio Nazionale delle Ricerche</li> <li>● ENEA</li> <li>● ARSIAL</li> <li>● INGV</li> <li>● US Emb. of Rome</li> <li>● Unicredit</li> <li>● e-GEOS</li> </ul>

	<ul style="list-style-type: none"> <li>● Airbus Italia</li> <li>● ALTEC</li> <li>● ESRI Italia</li> <li>● Copernicus Relay di Lazio Connect</li> <li>● ESA BA Italy Amb.</li> <li>● Open Geodata IT</li> <li>● FabSpace Consortium</li> <li>● Thales Alenia Spac</li> <li>● Telespazio.</li> </ul>
<p><b>Key activities:</b></p>	<ul style="list-style-type: none"> <li>● Promotion and positioning of the ESA BIC Lazio</li> <li>● Management of activities (scouting and selection of start-ups)</li> <li>● Support of start-ups during the incubation phase</li> <li>● Administration of cash incentives from ESA and Lazio Region to start-ups; management/reporting on programme activities within the ESA BIC.</li> </ul>
<p><b>Further information:</b></p>	<p><a href="http://www.lazioinnova.it/esa-biclazio-innova/">http://www.lazioinnova.it/esa-biclazio-innova/</a></p> <p><a href="https://spacesolutions.esa.int/">https://spacesolutions.esa.int/</a></p>



## V. Lubelskie Voivodeship


Lubelskie Voivodeship is a territorial government which designs, improves and implements regional policy and creates strategic documents. The region's main concerns include stimulating the level of entrepreneurship on regional, national and international markets; strengthening business development and growth. This is done through economic promotion, investment attractiveness, access to professional services and expertise; supporting SME by expanding beyond the local market and establishing cooperation to increase their competitive position; strengthening the business environment institutions and public administration bodies open for innovations; increasing added value in the economy, especially in the smart specialisation areas; and enhancing better ROP LV 2020 implementation.

The region's current situation is characterised by a concentration of economic potential in 4 areas of smart specialisations: bioeconomy, medicine and health, low carbon-emission energy and IT&automation. These factors contribute to the region being one of the most dynamically developing in Poland. Unfortunately there is a relatively low level of innovation and spending on innovative activities. There is also a significant number of companies and clusters but relatively low propensity of cooperation between entrepreneurs and between business and research institutions on regional, national or international scale. For this reason, there is a need to support the capacity of SME growth in regional, national and international markets; raising awareness and fostering cooperation between science, technology, innovation and industrial companies system; building production chains within regional smart specialisation sectors in the form of partnerships/networks/clusters; and facilitating the condition of B2B meetings in the local areas with foreign enterprises in the implementation of ROP 2020.

Despite these issues, the region is implementing the Best Practices found below in the fields of Economic Marketing, Export Expert Club, Business Lubelskie, and [invest.lubelskie.pl](http://invest.lubelskie.pl). which all support the growth of SMEs.

## SCALE UP - Best Practice (BP): NLAB Lubelskie-Nevada Acceleration Bridge

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<b>Country:</b>	Poland
<b>Region:</b>	NUTS 2
<b>City:</b>	Lublin

2. Best practice general information	
<b>BP title:</b>	NLAB Lubelskie-Nevada Acceleration Bridge
<b>BP image:</b>	
<b>Has this BP been identified in the course of an Interreg Europe project as part of the learning process?</b>	Yes
<b>The BP needs to be reported under the indicator “number of good practices identified” in the progress report:</b>	BP 1
<b>Please select the project acronym:</b>	SCALE UP - Supporting concentration and robustness of SMEs within the renewed EU industrial policy
<b>Thematic objective of the BP:</b>	Objective 2.1: Improving SMEs competitiveness policies


<b>Geographical scope of the BP:</b>	International	
<b>BP location</b>	Country	Poland and USA
	Region	Lubelskie and Nevada State (USA)
	City	Lublin (Poland) Carson City , Las Vegas, Reno (USA)

<b>3. Detailed description</b>	
<b>Best Practice (BP) short summary:</b>	NLAB is a unique acceleration programme for companies from the Lubelskie Region run in cooperation with partners from the USA. to support internationalization and development of SME's.
<b>Detailed information on the BP:</b>	<p>The main objective of the NLAB programme is to support companies from Lubelskie in their internationalization process which has become increasingly important in terms of competitiveness of companies. In 2015 the Lubelskie region signed a Letter of Intent with the Nevada State (USA) - the NLAB programme is one of the activities run in the frames of this cooperation. Lubelskie Region has already completed the 1st edition of the practice and is now running its second edition (with slight modifications). Generally, the NLAB programme enhances the knowledge of the participants and supports them in their internationalization process through weekly training sessions (Bootcamp Lubelskie) run by competent business mentors from the USA and Poland and then acceleration process in Nevada State supervised and supported by partners from Nevada.</p> <p>The main stakeholders of the programme were entrepreneurs.</p>
<b>Resources needed:</b>	Approximately 100 000 EUR for the 1 <sup>st</sup> edition and 50 000 EUR for the second edition. The cost of the second edition is lower as outsourced programme operators were lessened and the region performed the whole activity with the use of the office staff. The practice required the resources of 3 people.
<b>Timescale (start/end date):</b>	1 <sup>st</sup> edition: September 2018 – January 2019; 2 <sup>nd</sup> edition: ongoing
<b>Evidence of success (results achieved):</b>	5 out of 10 companies who went to the USA successfully infiltrated the US market by setting up their businesses in Nevada (not resigning from their business in the Lubelskie Region). The intensive course both in Poland and then the acceleration process in Nevada, including contacts they made during their stay there, made it possible for them to expand their activity on the US market. Even the companies who did not win the competition and did not go to USA confirmed that participation

	in Bootcamp Lubelskie training and workshop session broadened their minds and inspired them to develop.
<b>Challenges/lesson encountered:</b>	<p><b>learnt</b></p> <p>One of the challenge was:</p> <ul style="list-style-type: none"> <li>- to convince some local companies they may be successful on the US market.</li> <li>- Before visit in the US some companies were also sceptical what they could learn for 2 weeks in Nevada. However, the programme turned out to be a success and the participants came back to Poland with new ideas and strategy how to develop their companies.</li> </ul>
<b>Potential for learning or transfer:</b>	<p>The practice can be surely transferred to other regions – in most of the regions companies are eager to develop their activity internationally as it provides opportunities not only for revenue growth but also the exchange of knowledge and the enhancement of capabilities which strengthen their long-term competitiveness. It often happens they are afraid to expand their activity on totally different continent but with the support of public body or other trustworthy institution they tend to be more confident and willing to face this challenge. After the success of the 1<sup>st</sup> edition of the programme Lubelskie Region decided to run the second edition, almost the same but thanks to some improvements, the cost of it has been considerably decreased. During the second edition the successful companies who had already been to Nevada, served as examples and were presented as success stories to new participants. It had a very positive effect.</p> <p>Nevada State is considering to run similar programmes with other companies from Poland and also expand it to other European countries.</p>
<b>Key partners:</b>	Lubelskie Region, Nevada State, Nevada Governor's Office for Economic Development, University of Nevada in Reno, Ozmen Centre for Entrepreneurship, StartUpNV, Las Vegas Global Economic Alliance, Polish-American Chamber of Commerce in Nevada, Adams Hub for Innovation
<b>Key activities:</b>	<p>The project was divided into 2 stages:</p> <ol style="list-style-type: none"> <li>1) 5- day training session „Bootcamp Lubelskie” - 30 companies, 20 selected companies then participated in Demo Day. The jury selected 10 winner-companies.</li> <li>2) Acceleration process in Nevada - 10 companies were divided into two groups and went to Nevada where they spent 2 weeks.</li> </ol>
<b>Further information:</b>	<a href="http://www.invest.lubelskie.pl">www.invest.lubelskie.pl</a>

## SCALE UP - Best Practice (BP): Regional Brand “Lubelskie”

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<b>Telephone:</b>	+48 81 441 66 00
<b>Country:</b>	Poland
<b>Region:</b>	NUTS 2
<b>City:</b>	Lublin

2. Best practice general information	
<b>BP title:</b>	Regional Brand “Lubelskie”
<b>BP image:</b>	
<b>Has this BP been identified in the course of an Interreg Europe project as part of the learning process?</b>	Yes
<b>The BP needs to be reported under the indicator “number of good practices identified” in the progress report:</b>	BP 2
<b>Please select the project acronym:</b>	SCALE UP - Supporting concentration and robustness of SMEs within the renewed EU industrial policy

<b>Thematic objective of the BP:</b>	Objective 2.1: Improving SMEs competitiveness policies	
<b>Geographical scope of the BP:</b>	Regional	
<b>BP location</b>	Country	Poland
	Region	Lubelskie Voivodeship
	City	Lublin

<b>3. Detailed description</b>	
<b>Best Practice (BP) short summary:</b>	<p>The project Regional Brand “Lubelskie” is to promote products and services from region, by granting them a registered trademark - symbol of quality, innovation and care for the environment.</p>
<b>Detailed information on the BP:</b>	<p><b>What is the problem addressed and the context which triggered the introduction of the BP?</b></p> <ol style="list-style-type: none"> <li>1. poor recognisability of Lubelskie products and services. There are many, innovative producers of goods and suppliers of services. Due to poor marketing, they are often unable to compete with much worse quality products, whose brands are already embedded in consumers awareness. The Regional Brand “Lubelskie” is a trademark recognized in Poland and in the world, which is associated with innovative products and services of the highest quality.</li> <li>2. No identification of the product or service with its place of origin.</li> </ol> <p><b>How does the practice reach its objectives and how it is implemented?</b></p> <p>Awarding the Regional Brand „Lubelskie” is made by the Chapter (2 members of the LuVo Board and 5 impartial persons of public trust). Information about awarded companies is announced at special, annual celebrity – grand event Ambassador of the Lubelskie Voivodeship. Awarded entrepreneurs can use perpetually the Regional Brand “Lubelskie” trademark.</p> <p>Currently certificate is used by 72 companies from 9 sectors. Since 2018, companies are promoted on mobile stand, which during 2 years visited over 20 regional events in different parts of Poland. During 13 years entrepreneurs took part in several events in shops, shopping malls, trade exhibitions, fairs, economic mission and promotional stands.</p> <p><b>Main Stakeholders and beneficiaries of the BP</b></p>

	<p>The project is directed to entrepreneurs from the food, service, modern technology/industrial and tourism industries operated in the Lubelskie Voivodeship in two categories:</p> <ol style="list-style-type: none"> <li>1. entrepreneurs running business in the Lubelskie Voivodeship for at least 24 months.</li> <li>2. <i>Debut of the Year</i>: companies running business in the Voivodeship up to 24 months.</li> </ol>
<p><b>Resources needed:</b></p>	<p>The project was co-financed with the ROP LuVo 2007-2013 (ERDF) in the amount of PLN 4,1 mln. (approx. EUR 1 mln.) for all planned actions (including the aforementioned). The project maintenance costs approx. PLN 7,8 mln (approx. EUR 1,8 mln.) Team of 3 people is working in the Regional Brand “Lubelskie” Office.</p>
<p><b>Timescale (start/end date):</b></p>	<p><i>April 2007 – ongoing</i></p>
<p><b>Evidence of success (results achieved):</b></p>	<p>Interest in the project is growing. Many companies, even outside the Lubelskie Voivodeship, ask about the possibility to participate in the project.</p> <p>4 editions of the project co-financed from the ROP</p> <p>72 awarded entrepreneurs - participants of the project</p> <p>5 marketing workshops and conferences</p> <p>1 business mission</p> <p>9 Promotional campaign; TV, radio, billboards, posters, advertisements in the press,</p> <p>200 gift sets</p> <p>13 gala Ambassador of Lubelskie Voivodeship</p> <p>800 participants gala Ambassador of Lubelskie Voivodeship</p> <p>20 regional events with mobile stand</p> <p>7429 likes on facebook</p>
<p><b>Challenges/lesson encountered:</b></p>	<p><b>learnt</b></p> <ul style="list-style-type: none"> <li>● lack of trust in competences of Marshall Office employees (low interest of companies) and lack of understanding of the project idea</li> <li>● inappropriate people attended trainings ( e.g. specialized training of internationalization – only few people from sales and marketing)</li> <li>● change the packaging of products - with trademark Regional Brand “Lubelskie”</li> </ul>




<p><b>Potential for learning or transfer:</b></p>	<p>One of the most important elements for company's success and increasing the scale up is building brand awareness. Entrepreneurs more often struggle to be memorable and compete for customers.</p> <p>Branding is a specific process consisting of many marketing activities that allow to exist in the customer's minds and give them positive, associated values.</p> <p>Because branding is time-consuming and cost-intensive. SMEs cannot afford the expensive and advanced activities.</p> <p>The objective of Regional Brand "Lubelskie" project is to speed up the process and minimize the costs associated within comprehensive branding and promotion activities.</p> <p>The practice of Regional Brand "Lubelskie" can be useful tool for regions, where economy depends on micro and small companies. Such companies, even if they have a good products or services, do not have enough power to showcase and then expand in a high competitive business environment.</p>
<p><b>Key partners:</b></p>	<ul style="list-style-type: none"> <li>• <i>Marshall Office of Lubelskie Voivodeship, which fully finances this project</i></li> <li>• <i>Regional companies</i></li> </ul>
<p><b>Key activities:</b></p>	<p>The project is divided into 2 parts:</p> <p>I step (annual activity) - selection of companies, that can use trademark Regional Brand "Lubelskie":</p> <p>II step (permanent activity) - promotional activities carried out by Regional Brand "Lubelskie" office.</p>
<p><b>Further information:</b></p>	<p><a href="http://www.marka.lubelskie.pl">www.marka.lubelskie.pl</a></p> <p><a href="https://www.facebook.com/Marka.Lubelskie/">https://www.facebook.com/Marka.Lubelskie/</a></p> <p><a href="mailto:marka@lubelskie.pl">marka@lubelskie.pl</a></p>



## SCALE UP - Best Practice (BP): Investors and Exporters Assistance Centre (COIE)

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<b>Telephone:</b>	+ 48 81 44 16 600
<b>Country:</b>	Poland
<b>Region:</b>	Lubelskie
<b>City:</b>	Lublin

2. Best practice general information	
<b>BP title:</b>	<i>Investors and Exporters Assistance Centre (COIE)</i>
<b>BP image:</b>	
<b>Has this BP been identified in the course of an Interreg Europe project as part of the learning process?</b>	Yes
<b>The BP needs to be reported under the indicator “number of good practices identified” in the progress report:</b>	BP 3
<b>Please select the project acronym:</b>	SCALE UP - Supporting concentration and robustness of SMEs within the renewed EU industrial policy
<b>Thematic objective of the BP:</b>	Objective 2.1: Improving SMEs competitiveness policies

<b>Geographical scope of the BP:</b>	Regional	
<b>BP location</b>	Country	Poland
	Region	NUTS 2
	City	Lublin

<b>3. Detailed description</b>	
<b>Best Practice (BP) short summary:</b>	<p>Supports investors and exporters with the economic promotion of the Region. The 1st contact for foreign entrepreneurs interested in investing in the region and for locals interested in exporting</p>
<b>Detailed information on the BP:</b>	<p>COIE exists in the the Marshal's Office of the Lublin Voivodeship (Department of Economy and Entrepreneurship Support). The aim of the project is to increase the level of internationalization of local companies, by making it easier to access comprehensive, high-quality and non-paid information services to the extent necessary for planning, organizing and implementing exports and/or investments outside of Poland. This also includes activities aimed at increasing the level of foreign investment in Poland, by facilitating access to information on conditions for starting a business in Poland and instruments of supporting the development of entrepreneurship. The only condition is to have office in the Republic of Poland. COIE is also open to all foreign investors interested in doing business in Lubelskie</p> <p><b>INVESTOR SERVICE -pro-biz</b></p> <ul style="list-style-type: none"> <li>● servicing investors interested in undertaking economic activities in Lubelskie</li> <li>● providing information on the economic and legal conditions for investing in Lubelskie</li> <li>● help in choosing locations for investments</li> <li>● creating and promoting the investment offer</li> <li>● organisation of economic missions, conferences, seminars and trainings</li> <li>● help in dealing with local authorities and business institutions</li> <li>● initiating contacts between entrepreneurs and entities</li> </ul> <p><b>EXPORTER HANDLING -pro-export</b></p> <ul style="list-style-type: none"> <li>● information on the principles of conducting business on a given market</li> <li>● assistance in establishing contacts</li> <li>● organization and service of economic missions, trade training, industry meetings</li> </ul>

	COIE also deals with the implementation of activities in the field of economic promotion of the Lubelskie Voivodeship during many national and international economic events
<b>Resources needed:</b>	At least 2experts for pro-export service and 1for pro-biz. In the project implementation period 2010-15 it was financed 85% from the European Regional Development Fund and in 15% from the national budget, in the form of an earmarked subsidy. Now for the years 2016-20, is financed 100% from the budget of the Lubelskie Voivodeship
<b>Timescale (start/end date):</b>	Project implementation period: September 2010 – June 2015 Maintaining project durability: 2016 – 2020
<b>Evidence of success (results achieved):</b>	Achieving product indicators -number of pro-export and pro-biz experts and result indicators -achieving the required number of pro-export services provided to entrepreneurs (not less than 200 information in the period 2016-19, assuming not less than 50 per year) and achieving the required number of pro-biz services provided to foreign investors (not less than 100 information in the period 2016-20, assuming a number not less than 20 per year). All the above were achieved, for example in 2016, 184 information was provided to pro-export entrepreneurs and 25 to foreign investors pro-biz
<b>Challenges/lesson learnt encountered:</b>	<ul style="list-style-type: none"> <li>– Changing legal regulations,</li> <li>– Changes in the structure of investment projects,</li> <li>– The impact of the centers coincides with the territorial division of the country in contrast to the created economic zones.</li> </ul>
<b>Potential for learning or transfer:</b>	COIE can be a useful tool for regions, where economy depends on micro and small companies. Such companies, even if they have a good products or services, do not have enough power to expand, especially abroad. Networking is an important factor to overcome those problems. The main precondition for participation in business missions was to present application on behalf of a group of companies. Possibility to take part in fairs stimulated companies to re-define their business strategies and create a cooperation network. Program contains elements raising general competences of entrepreneurs, but also specifically on internationalization. What's more, the initiative is distinguished by a wide range of post-investment support.
<b>Key partners:</b>	<ul style="list-style-type: none"> <li>– Polish Investment and Trade Agency (PAIH; former: Polish Information and Foreign Investment Agency – PAIIZ),</li> <li>– Special Economic Zones,</li> <li>– Territorial self-government units of the Lubelskie Voivodeship.</li> </ul>

<p><b>Key activities:</b></p>	<ul style="list-style-type: none"> <li>- Creation of the COIE regional office</li> <li>- Preparation and implementation of investor service standards</li> <li>- Building an investment project management system</li> <li>- Creation of a regional base of investment areas</li> <li>- Creation of the website</li> <li>- Organization of investment meetings and conferences</li> </ul>
<p><b>Further information:</b></p>	<p><a href="http://invest.lubelskie.pl/en">http://invest.lubelskie.pl/en</a>  <a href="https://lubelskie.trade.gov.pl/pl/">https://lubelskie.trade.gov.pl/pl/</a></p>

## VI. Nottingham City Council


Nottingham City is part of the D2N2 LEP (Derby, Derbyshire, Nottingham, and Nottinghamshire Local Enterprise Partnership). This is the key deliverer of business growth in the area. Nottingham City Council is one of four key partners in the LEP and directly influence all. Like many areas in the UK, the big employment opportunities in Nottingham city are in retail, administration (at all levels), social care and construction. However, the city has a relatively low GVA for the UK. A key to improving it and providing more and better jobs is growing local SMEs. Scale up is essential for this.

The main objectives of D2N2 include supporting entrepreneurial culture across the area, reducing barriers to such; provide high quality support to help establishments and SMEs to grow further with an emphasis on growth plans & integrated support; support higher levels of SME exports; and increase the contribution to the economy of SME within priority sectors & their supply chains. The weakest point of the region is that it has many SMEs with the capacity to grow quickly but with limited knowledge and capability to do so.

Nottingham is a city with a mixed economy and 98% of the 66.000 business area are (very small) SMEs with a relatively limited number of high-growth scaling business. Moreover, there is the risk that scale-ups become regarded as the “chosen few” and something of an elite. There is also the perception that accessing support (especially financial) for scale-ups is bureaucratic and time-consuming. Operating in these conditions are several Best Practices from the D2N2 LEP which partners may learn and benefit from.

## SCALE UP - Best Practice (BP): UpScaler Project

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<b>Country:</b>	United Kingdom
<b>Region:</b>	D2N2, East Midlands
<b>City:</b>	Nottingham

2. Best practice general information	
<b>BP title:</b>	<i>UpScaler Project</i>
<b>BP image:</b>	
<b>Has this BP been identified in the course of an Interreg Europe project as part of the learning process?</b>	Yes
<b>The BP needs to be reported under the indicator “number of good practices identified” in the progress report:</b>	BP 1
<b>Please select the project acronym:</b>	SCALE UP - Supporting concentration and robustness of SMEs within the renewed EU industrial policy

<b>Thematic objective of the BP:</b>	Objective 2.1: Improving SMEs competitiveness policies	
<b>Geographical scope of the BP:</b>	Local	
<b>BP location</b>	Country	United Kingdom
	Region	D2N2, East Midlands
	City	Nottingham

<b>3. Detailed description</b>	
<b>Best Practice (BP) short summary:</b>	<p>The UpScaler project supports high-growth companies to ‘scale-up’ their businesses through workshops, a peer-to-peer network and grants for coaching and graduate placements.</p>
<b>Detailed information on the BP:</b>	<p>Data from the Scale-Up Institute suggests that scaling firms are under-represented in D2N2 area. There is an aspiration to boost these numbers and from 2015 to 2017 the Growth Hub was engaging with SMEs who were experiencing high growth and wanting support to scale, demonstrating demand. The Growth Hub identified a gap for local high-growth support to bolster the existing national programmes.</p> <p>UpScaler is delivered by Nottingham Trent University in partnership with East Midlands Chamber. Stakeholders include the D2N2 Growth Hub, local authorities and the D2N2 Local Enterprise Partnership. Beneficiaries are local businesses who directly access support from the project.</p> <p>The target groups:</p> <ul style="list-style-type: none"> <li>• existing scale up companies</li> <li>• potential scale up companies</li> <li>• ambitious micro firms with tangible evidence of ‘scaleability’.</li> </ul> <p>All must be SMEs based in D2N2. A scale-up has at least 20% year-on-year growth in employment and/or turnover for each of the last 3 years, with at least 10 employees. Potential scale-ups partially meet the scale-up criteria.</p> <p>An initial diagnostic helps to establish eligibility for the programme and enables dedicated business advisors steer the beneficiaries to the most appropriate support. Support includes a series of Strategic Leader workshops delivered by experts in their field. A monthly Forum addresses specific scale-up challenges and provides peer-to-peer learning opportunities and networking. Grants support SMEs to recruit graduates or take-on a business coach.</p>




<p><b>Resources needed:</b></p>	<p>£700,000 funding from ERDF with match funding from Nottingham Trent University and East Midlands Chamber.</p> <p>There is a team of 4 people dedicated to the project plus additional management resources allocated to the project from NTU and EMC.</p>
<p><b>Timescale (start/end date):</b></p>	<p>October 2018 – February 2021</p>
<p><b>Evidence of success (results achieved):</b></p>	<p>Benefits to SMEs:</p> <ul style="list-style-type: none"> <li>• Consolidation of business strategy, vision &amp; values</li> <li>• Refinement of teams with the right skills and values for the business</li> <li>• Adoption of new tools &amp; techniques</li> <li>• Tapping into new business opportunities &amp; funding</li> <li>• Individuals enabled to adapt leadership style. Improved comms, training &amp; performance management.</li> </ul> <p>95% have taken away ideas to implement.</p>
<p><b>Challenges/lesson learnt encountered:</b></p>	<ul style="list-style-type: none"> <li>- Difficult to identify the right SME owners.</li> <li>- Lack of ethnic &amp; gender diversity among scale-up owners and directors.</li> <li>- Procurement process required to ensure added value and an appropriate standard of support for the target audience.</li> </ul>
<p><b>Potential for learning or transfer:</b></p>	<ul style="list-style-type: none"> <li>• The programme design, management (strategic, operational and financial), marketing, operational delivery, monitoring &amp; evaluation are transferable between areas and organisations.</li> <li>• A recurring theme of the programme has been how interventions have encouraged and enabled senior managers to reflect on, adapt, and refocus their managerial &amp; leadership style and to improve communication and team-building.</li> <li>• A variety of project activities &amp; interventions are integral to the project (diagnostic visits, workshops, networking events, coaching etc) - important lessons are therefore being learnt about promotion, management, cost-efficiency, logistics, programme design.</li> <li>• There is a transferable focus on integration with the wider Ecosystem, with scaling SMEs facing specific challenges that the Ecosystem can address, while also being able to benefit from multiple interventions.</li> <li>• Evaluating the impact of interventions will help demonstrate good practice lessons learnt which will be transferable.</li> </ul>
<p><b>Key partners:</b></p>	<ul style="list-style-type: none"> <li>- Nottingham Trent University – Nottingham Business School</li> <li>- East Midlands Chamber</li> <li>- D2N2 Growth Hub</li> <li>- Nottingham City Council</li> </ul>
<p><b>Key activities:</b></p>	<p>106 SMEs enrolled</p> <p>91 diagnostics</p> <p>70 SMEs attended events</p>



	<p>35 offers of grants have been made</p> <p>5 Information sessions; 6 Strategic Leader Workshops (full day); and 7 Peer-to-peer Forums (3 hours).</p> <p>Presentations from experts in AI, exporting, lean and supply chain management and employer branding.</p>
<p><b>Further information:</b></p>	<ul style="list-style-type: none"> <li>- <a href="https://www.d2n2growthhub.co.uk/growing-your-business/d2n2-growth-hub-scaleup/">https://www.d2n2growthhub.co.uk/growing-your-business/d2n2-growth-hub-scaleup/</a></li> <li>- <a href="https://upscalerforum.com/">https://upscalerforum.com/</a></li> </ul>

## SCALE UP - Best Practice (BP): The Big House Accelerator Programme

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<b>Region:</b>	East Midlands
<b>City:</b>	Nottingham

2. Best practice general information	
<b>BP title:</b>	The Big House Accelerator Programme
<b>BP image:</b>	
<b>Has this BP been identified in the course of an Interreg Europe project as part of the learning process?</b>	Yes
<b>The BP needs to be reported under the indicator “number of good practices identified” in the progress report:</b>	BP 2

<b>Please select the project acronym:</b>	SCALE UP - Supporting concentration and robustness of SMEs within the renewed EU industrial policy	
<b>Thematic objective of the BP:</b>	Objective 2.1: Improving SMEs competitiveness policies	
<b>Geographical scope of the BP:</b>	Local	
<b>BP location</b>	Country	United Kingdom
	Region	East Midlands – D2N2
	City	Nottingham, Derby


<b>3. Detailed description</b>	
<b>Best Practice (BP) short summary:</b>	A 6 month programme supporting early-stage businesses that are innovating with new or existing technology to solve market problems.
<b>Detailed information on the BP:</b>	<p>The programme was a response to 2015 NBS research, commissioned by the Creative Quarter and the D2N2 LEP. The report, <a href="#">Creative and Digital D2N2</a> identified drivers &amp; obstacles to growth, finding that high potential digital businesses under-engage in business support. The key objective was to enable tech SMEs to grow quickly.</p> <p>The Big House project provides help for creative SMEs at any point in their journey. This Accelerator project is for early-stage businesses that are trading and ambitious to grow fast. A 6-month programme of bespoke business support.</p> <p>The accelerator was delivered by industry experts and supported by facilitators with extensive experience of high-growth tech start-ups. It included:</p> <ul style="list-style-type: none"> <li>- A deep-dive diagnostic</li> <li>- 6 workshops: <ol style="list-style-type: none"> <li>1. Value Proposition &amp; Pitching</li> <li>2. Marketing</li> <li>3. Sales</li> <li>4. Financial Management &amp; Legal requirements</li> <li>5. Management team &amp; development</li> <li>6. Financing growth &amp; investor pitches</li> </ol> </li> <li>- Access to academic expertise, research and resources – including bespoke postgraduate research projects.</li> <li>- A professionally written PR piece for each business</li> <li>- The option of pitching to Midlands Engine and angel investors</li> <li>- Peer-to-peer learning and support in an informal group of founders and entrepreneurs</li> <li>- High value networking and introductions to investors, funders and experienced tech entrepreneurs.</li> </ul>

	<p>The Big House Accelerator was shaped by feedback from the region's most successful digital entrepreneurs – including what they wish they'd known when they were starting out.</p>
<p><b>Resources needed:</b></p>	<p>Cost - £250,000. Predominantly staff costs, venues, facilitation &amp; mentoring.</p> <p>Specific expertise to support mentoring in IP, sales, software development sourced on a 1-2-1 basis.</p>
<p><b>Timescale (start/end date):</b></p>	<p>June – November 2019</p> <p>The Selection process commenced in early 2019, planning in Nov 2018</p>
<p><b>Evidence of success (results achieved):</b></p>	<p>Quotes from SME beneficiaries:</p> <ul style="list-style-type: none"> <li>- “The Accelerator gave me clarity I needed to focus &amp; plan a clearer direction for how I can develop my business – from defining my market to dealing with cash-flow &amp; balance sheets.”</li> <li>- “One of the most positive aspects of the programme has been sharing our journey with other companies in the same situation. A lot of the encouragement we've had came from peer learning &amp; problem solving together.”</li> <li>- “It's helped me change direction &amp; find my focus, whilst giving me the tools I need to grow &amp; develop.”</li> </ul>
<p><b>Challenges/lesson encountered:</b>                      <b>learnt</b></p>	<ul style="list-style-type: none"> <li>- Targeting hard-to-reach tech sector SMEs</li> <li>- Identifying high-calibre facilitators</li> <li>- Longitudinal monitoring</li> <li>- Could not provide direct access to finance. Reliance on external stakeholders to provide financial support &amp; pitch critique.</li> <li>- Small cohorts</li> <li>- Embedding the Accelerator into a wider ecosystem</li> </ul>
<p><b>Potential for learning or transfer:</b></p>	<p>The key learnings are transferable – with the focus being flexible across different regional contexts.</p> <p>This was a relatively 'low cost' accelerator because there was no financial contribution to the SMEs. Other modes are sponsored by innovative corporates or banks, and each supports SMEs at different stages. Individual entrepreneurs may progress from one programme to another as their venture develops.</p> <p>Seeking specialist expertise from outside of the target area was a deliberate strategy as part of an attempt to raise aspirations and share contacts and experiences from outside the local economy. There is potential for sharing a pool of expertise across regions.</p> <p>Opportunities for inter-regional networking are high.</p> <p>Sustainable funding is a challenge (especially in the UK) and contingent on access to funding or sponsorship and supportive local economic policy.</p>

<p><b>Key partners:</b></p>	<ul style="list-style-type: none"> <li>- Nottingham Trent University – Nottingham Business School</li> <li>- Accelerator specialists (local consultancy companies and finance providers)</li> <li>- Innovate UK and Knowledge Transfer Network</li> </ul>
<p><b>Key activities:</b></p>	<p>20 delegates</p> <p>2 cohorts of 7</p> <p>In-depth diagnostics</p> <p>6 workshops, 1,368 contact hours of support</p> <p>Specialist mentoring and 1-2-1 support</p> <p>5 grants for consultancy or talent acquisition</p> <p>Pitching support</p> <p>PR for each business</p> <p>Support for application to grants and access to finance</p> <p>Student consultancy projects</p>
<p><b>Further information:</b></p>	<p><a href="https://www.ntu.ac.uk/business-and-employers/support-for-smes/growing-your-business/the-big-house">https://www.ntu.ac.uk/business-and-employers/support-for-smes/growing-your-business/the-big-house</a></p>

## SCALE UP - Best Practice (BP): NTU Employability

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<b>City:</b>	Nottingham

2. Best practice general information	
<b>BP title:</b>	NTU Employability
<b>BP image:</b>	
<b>Has this BP been identified in the course of an Interreg Europe project as part of the learning process?</b>	Yes
<b>The BP needs to be reported under the indicator “number of good practices identified” in the progress report:</b>	BP 2

<b>Please select the project acronym:</b>	SCALE UP - Supporting concentration and robustness of SMEs within the renewed EU industrial policy	
<b>Thematic objective of the BP:</b>	Objective 2.1: Improving SMEs competitiveness policies	
<b>Geographical scope of the BP:</b>	Regional	
<b>BP location</b>	Country	United Kingdom
	Region	East Midlands
	City	Nottingham

<b>3. Detailed description</b>	
<b>Best Practice (BP) short summary:</b>	Supporting the attraction, recruitment & retention of early career graduate talent to support businesses to scale up, innovate & become more productive.
<b>Detailed information on the BP:</b>	<p>The objective of Employability is to develop opportunities for our students to get work experience and provide workforce talent to scaling businesses. Many businesses are unaware of the range of support available to them and the value of graduate talent.</p> <p>Employability have developed a comprehensive offer to tackle SME challenges, including; creating web resources, talent diagnostics &amp; matching services, learning &amp; development programmes, sector-based market intelligence, innovation placements.</p> <p>Recent graduate placement schemes include:</p> <ul style="list-style-type: none"> <li>- 42 x 6 week employer grants &amp; graduate placements (via 'Grads4D2N2')</li> <li>- 37 x 12 month employer grants &amp; graduate placements (via UpScaler)</li> <li>- Productivity through Innovation project has a target of 63 x 12 month graduate placements between 2019 – 2021</li> <li>- 7 x 8 week internships and 19 x 12 month graduate placements in 2018/19 (ERDF Big House)</li> <li>- 60 x 6 week internships</li> </ul> <p>Many of the projects offer grants to incentivise SME's to recruit talent in order to achieve a specific business objective, such as Scale up or innovate. However, our aim is to create value-added initiatives to support the business. Employability have developed a comprehensive business support offer and provide a range of talent solutions. Each initiative tackles a challenge that has been identified and have very clear and measurable objectives.</p> <p>Stakeholders are Nottingham Trent University, SMEs and business support providers. Key beneficiaries are SMEs and individual graduates.</p>

<p><b>Resources needed:</b></p>	<p>In order to coordinate the range of externally funded projects a Project Manager position has been secured. The job descriptions for the business development team have been developed so that role encompasses initiatives and offers creative licence to develop new talent solutions.</p>
<p><b>Timescale (start/end date):</b></p>	<p>2017-2020</p>
<p><b>Evidence of success (results achieved):</b></p>	<p>Employability engage a high percentage of employers due to the nature of what we do. By aligning externally funded projects with our team and working collaboratively across the Partnerships and Local Economic team, we have been able to not only extend our collective reach, but also to enhance the quality of our relationships. This in turn has resulted in repeat business and enhanced reputation both within the university and within the business community.</p>
<p><b>Challenges/lesson learnt encountered:</b></p>	<p>Students have negative perceptions of the value of working for an SME. Students often get distracted by large brands &amp; don't always appreciate the opportunity that working in a SME can bring. Work is underway to embed stronger messaging into career consultant delivery supported by case students.</p>
<p><b>Potential for learning or transfer:</b></p>	<p>Other universities in the UK are interested in how we are leveraging funding from externally funded projects to enhance the graduate outcomes of our students.</p> <p>The integration of Employability projects into the wider business support offer of the university has been integral to the success achieved. There is potential to transfer learning about how this has been achieved, for example involving all relevant teams in funding bids and maintaining communications across different departments of institutions.</p> <p>Graduate retention of NTU graduates in Nottingham has also steadily increased (increased 5.1% between 2014/15 and 2015/16), which could be an impact that other regions would like to understand in more detail.</p>
<p><b>Key partners:</b></p>	<p>Nottingham City Council and Alliance Boots have been instrumental in supporting several initiatives.</p>
<p><b>Key activities:</b></p>	<p>Development of an Employability SME engagement strategy which includes diagnostic approaches, a range of continually creating talent solutions and opportunities share market intelligence in relation to the attraction, selection and retention of talent.</p>
<p><b>Further information:</b></p>	<p>NTU employability website: <a href="http://www.ntu.ac.uk/talent">www.ntu.ac.uk/talent</a></p>



## VII. EURADA

The European Association of Economic Development Agencies (EURADA) has been involved with several Interreg Europe projects and is an expert in the identification of good practices, benchmarking and policy learning events due to previous experiences and has published several papers on the issue of SMEs growth, identifying support services delivered by public authorities to stimulate access to finance and innovation in order to scale up.

For these reasons, EURADA took the lead in this benchmarking exercise by providing the tools and parameters needed in identifying best practices and to organize them in a structured way such that the identification of outcomes is specific to the partners' territories. Additionally, EURADA will connect the achievements with the representative of the European Commission toward the conclusion of the project.

The organization's network of more than 70 European Regional Development Agencies (RDAs) connects its members with all kinds of economic development practitioners such as other RDAs, business partners and European authorities. Using this network, EURADA carried out the benchmarking analysis at the European scale. The result are the following BPs gathered from non-partner regions.

## SCALE UP - Best Practice (BP): Extremadura Open Innovation

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<b>Country:</b>	Spain
<b>Region:</b>	Extremadura
<b>City:</b>	Badajoz

2. Best practice general information	
<b>BP title:</b>	<i>Extremadura Open Innovation</i>
<b>BP image:</b>	
<b>Has this BP been identified in the course of an Interreg Europe project as part of the learning process?</b>	Yes
<b>The BP needs to be reported under the indicator “number of good practices identified” in the progress report:</b>	BP 1

<b>Please select the project acronym:</b>	SCALE UP - Supporting concentration and robustness of SMEs within the renewed EU industrial policy	
<b>Thematic objective of the BP:</b>	Objective 2.1: Improving SMEs competitiveness policies	
<b>Geographical scope of the BP:</b>	Regional	
<b>BP location</b>	Country	Spain
	Region	Extremadura
	City	Badajoz

<b>3. Detailed description</b>	
<b>Best Practice (BP) short summary:</b>	<b>Extremadura Open Innovation</b> is a support instrument composed of a technological platform and a personalized attention to the companies.
<b>Detailed information on the BP:</b>	<p>In regions like Extremadura (ES) or Centro (P), most small or medium sized industries are located in rural areas far from technological hubs and have serious difficulties when managing their innovation processes. This socioeconomic reality requires the understanding and the development of an "Over the Territory Distributed Ecosystem" concept, in which the process of technology transfer must be more interactive.</p> <p>In rural areas with an atomized industry and distributed talent, it is not easy to have tractor companies that develop their own Open Innovation and Corporate Venturing processes, therefore, FUNDECYT-PCTEX has brought together the efforts, challenges and interests of small industries and has developed an aggregate program that allows to identify specific challenges and new opportunities sources for new ventures.</p> <p>This program aims to detect the industry's challenges and find out solutions, to become a R&amp;D + TBC (Technology-Based Company) reference.</p> <p>This program has allowed us to enter the regional industry, getting good results and an impact ecosystem, which, moreover, is in concordance with the "Renewed EU Industrial Policy Strategy" defined by Europe.</p> <p>Finally, it is worth pointing out that none of the participating tractor companies belong to a national group of companies, they are local. This has given us the opportunity to discuss with the participants how to organize together the innovation strategy in the company, aligning it towards their environment and vision.</p>
<b>Resources needed:</b>	Full time staff from the implanting organization will be in charge of management, marketing and research are needed to run the practice.
<b>Timescale (start/end date):</b>	2019- ongoing
<b>Evidence of success (results achieved):</b>	By using this tool, 6 companies were able to scale up. For example, Vegenat Healthcare had a problem with the design and development of specific nutritional supports in malnutrition associated

	<p>with pathologies. As a solution, new technologies for the elaboration of specific nutritional concentrates and innovative source of protein has been developed. Another company, Cristian lay, company leader in the sector of sale by catalogue of jewellery, launched a green and circular economy strategy.</p>
<p><b>Challenges/lesson learnt encountered:</b></p>	<p>A greater synergy has been developed between the business world and technology centers. The research centers had to develop solutions suitable to the companies' requests instead of developing their own tool that any company will later use.</p>
<p><b>Potential for learning or transfer:</b></p>	<p>A <b>Training Package</b>, a <b>Methodology Kit</b> and a <b>Technological Platform</b>: everything as a whole can be disseminated as a model among Central and Eastern European regions. It would mean the commitment of these regions with the development of science and technology, based on the previous good and proven results in Extremadura.</p> <p>An <b>Innovation Management Tool</b> of the Enterprise Europe Network (EEN), called <u>Innovation Health Check</u> is a European network promoted by the European Commission that helps businesses innovate and grow on an international scale. It is the world's largest support network for small and medium-sized enterprises (SMEs) with international ambitions. FUNDECYT-PCTEX is member of EEN and the regional node in Extremadura.</p> <p>In addition, other programs such as the RIS3 and the Office for Innovation (O4i) feed the Extremadura Open Innovation and also get feedback.</p>
<p><b>Key partners:</b></p>	<p>Local and regional authorities, local SMEs, European policy, regional technological centres.</p>
<p><b>Key activities:</b></p>	<p>Launching of challenges by industries, service or technology companies, and research groups in the region;</p> <p>Search and creation of proposals for solutions, even beyond Extremadura;</p> <p>Evaluation/analysis of the proposals received by the companies that presented their challenges;</p> <p>Closing bilateral meetings.</p>
<p><b>Further information:</b></p>	<p><a href="http://www.oficinaparalainnovacion.es/openinnovation/retos">http://www.oficinaparalainnovacion.es/openinnovation/retos</a></p>

## SCALE UP - Best Practice (BP): UNIIQ Finance for the Future

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City:	Rotterdam

2. Best practice general information		
BP title:	<i>UNIIQ – finance for the future</i>	
Has this BP been identified in the course of an Interreg Europe project as part of the learning process?	Yes	
The BP needs to be reported under the indicator “number of good practices identified” in the progress report:	BP 2	
Please select the project acronym:	SCALE UP - Supporting concentration and robustness of SMEs within the renewed EU industrial policy	
Thematic objective of the BP:	Objective 2.1: Improving SMEs competitiveness policies	
Geographical scope of the BP:	Regional	
BP location	Country	Netherlands
	Region	Zuid-Holland
	City	Rotterdam

<b>3. Detailed description</b>	
<b>Best Practice (BP) short summary:</b>	<p>UNIIQ aims to address the funding gap that exists for academic spinoffs, startups and existing SMEs by providing convertible loans up to €300,000.</p>
<b>Detailed information on the BP:</b>	<p>Innovative companies face problems while raising early-stage funding for their disruptive technology. The initial investment is often not enough to reach validation that convinces investors or potential clients. This leads the company to plunge into the “Valley of Death”. Solidly set-up proof-of-concept funds, like UNIIQ, have the potential to overcome the Valley of Death towards a follow-on investment, decreasing start-up mortality greatly.</p> <p>UNIIQ identifies innovations and teams with the potential to positively impact society and helps them reach this potential by getting on board as a company’s first investor. Unlike many other governmental investment funds, UNIIQ is permitted to invest without co-investors which helps young innovative technology companies realize their plans from concept to promising business. Investment conditions were drafted with the goal of securing follow-on investments and allow for a speedy process. The convertible loan conditions are standardized and entrepreneur-friendly. A unique feature is that the entrepreneur has the right to convert the loan if a qualifying investment round is raised.</p> <p>UNIIQ was established in 2016 by a joint effort of InnovationQuarter and three renowned universities based in Zuid- Holland. The milestone-based funding is used for technical- and market validation. It operates independently and is managed by a high-quality team of 6 investment professionals, most of whom have prior experience in the private sector.</p>
<b>Resources needed:</b>	<p>Funding of up to € 300,000 in the proof-of-concept phase, a management team of qualified investment professionals, and an investment manager.</p>
<b>Timescale (start/end date):</b>	<p>2013 - 2017</p>
<b>Evidence of success (results achieved):</b>	<p>The fund has invested approximately €10 million in 33 companies in a variety of sectors including life sciences, clean-tech and horticulture. So far 12 portfolio companies have raised follow-on funding, representing a total additional investment of over €35 million. This is a great indication of UNIIQ’s success in bridging the regional funding gap in Zuid-Holland. More information can be found in the link below.</p>
<b>Challenges/lesson learnt encountered:</b>	<p>Better synergies between private sector and technological centre and great opposition from the local community meant a large amount of money was needed to develop the necessary technology.</p>
<b>Potential for learning or transfer:</b>	<p>Setting up a multi-shareholder fund like UNIIQ to bridge the funding gap is a feasible intervention that can be transferred to many regions. The setup of the fund (including: loan agreements, work processes and team selection criteria) can be easily transferred. A mutual</p>

	<p>understanding between regional universities, governments and the RDA of the challenges innovative companies face in the region is needed to successfully transfer UNIIQ's concept. This takes time and can be challenging but is undoubtedly worth the effort.</p>
<p><b>Key partners:</b></p>	<p>Local and regional authorities, Delft University of Technology, Leiden University and Erasmus university Medical Center Rotterdam private sector, SMEs, Stakeholders, regional development agency.</p>
<p><b>Key activities:</b></p>	<p>Analysis, mapping, studies on future impacts, business plan, loans —are important activities as well as milestone based funding (e.g. Investment instrument is a convertible loan which is redeemed over a three-year period; or can be converted on the valuation of a follow-up investor, minus 25%).</p>
<p><b>Further information:</b></p>	<p><a href="https://uniiq.nl/en/">https://uniiq.nl/en/</a> <a href="https://uniiq.nl/en/portfolio/">https://uniiq.nl/en/portfolio/</a></p>



## SCALE UP - Best Practice (BP): Growth with Joe

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City:	Joensuu

2. Best practice general information	
BP title:	<i>Growth with Joe: Business Joensuu's complete service path from start-up to global business"</i>
BP image:	<p><b>Your business will develop in the right direction when guided by an analysis of your company's current situation and an up-to-date strategy. We will design a development programme with you, and help you implement it. The 10 weeks of growth coaching is an intensive process in which your company's potential for growth and development is examined and the barriers to growth are identified.</b></p> <p><b>Updating strategy and business plans</b></p> <p>The direction of development will be defined by analysing your company's current situation and business plan. If updates are required, we will work with you to start a strategy process. It will help you to clarify your business plan and shape your strategy. In addition, we can help you to plan the necessary development measures. We will engage in long-term development with you. If you wish, we can help you to implement and monitor the entire development programme.</p> <p>Do your company's strategy and business plan need updating? Contact us!</p> <p><b>10-week growth coaching programme – Grow with Joe!</b></p> <p>The 10-week growth coaching programme helps to clarify the opportunities for growth and development. During the programme, you will study the growth process together with the coach and other participants, identify and tackle the barriers to growth and select the most important growth factors. The final result of this process will be a diamond-quality growth plan that is shaped just for your business.</p> <p><b>This coaching is for you if</b></p> <ul style="list-style-type: none"> <li>You are an <b>entrepreneur</b> or in a <b>top managerial position</b></li> <li>You have the <b>desire and determination</b> to grow and develop your business activities</li> <li>The <b>basic business operations or business model of your company is in good shape and has growth potential</b></li> </ul> <p>The growth coaching is open to all companies in the Joensuu region that have the desire and determination to grow and develop their business. Applications for the coaching can be made at any time.</p>
Has this BP been identified in the course of an Interreg Europe project as part of the learning process?	Yes




<b>The BP needs to be reported under the indicator “number of good practices identified” in the progress report:</b>	BP 3	
<b>Please select the project acronym:</b>	SCALE UP - Supporting concentration and robustness of SMEs within the renewed EU industrial policy	
<b>Thematic objective of the BP:</b>	Objective 2.1: Improving SMEs competitiveness policies	
<b>Geographical scope of the BP:</b>	Regional	
<b>BP location</b>	Country	Finland
	Region	North Karelia
	City	Joensuu

<b>3. Detailed description</b>	
<b>Best Practice (BP) short summary:</b>	Providing a complete set of long-term proactive services from starting the company to successful international growth.
<b>Detailed information on the BP:</b>	<p>The Regional Development Agency of Jansus has extensively analyzed the needs of startups and existing companies on the path from a new company to successful growth and internationalization of the business. This has included discussions with the companies in different business domains and lifecycle phases, entrepreneur federations, chamber of commerce, universities and vocational schools, regional council and government organizations, among other stakeholders. Based on these requirement discussions and customer needs analyses they have created a new complete service path consisting of services to catalyst new startups, business acceleration, financing and investments, to growth coaching and intensive internationalization coaching.</p> <p>“Grow with Joe: Business Joensuu’s complete service path from startup to global business” consists of following services:</p> <ul style="list-style-type: none"> <li>• Catalyst of new start-ups;</li> <li>• Accelerator of new company to thr growth path;</li> <li>• Regional investment founds 8.5 M to support the growth and internalization</li> <li>• Grow with Joe-growth coaching program;</li> <li>• GoGlobal – intensive international sales programme.</li> </ul>
<b>Resources needed:</b>	The funding depends on the service package of the program. Luotsi (“Guidance”), an option under service package 1, has funding of 8 M€ from the City of Joensuu joined by Business Joensuu. Meanwhile

	service package 3 contain equity from city of Joensuu (1.75 M€) and 12 private investors (0.85 M€).
<b>Timescale (start/end date):</b>	2019-ongoing
<b>Evidence of success (results achieved):</b>	In 2019, 426 new companies have been founded and 48 companies have arrived at Joensuu; both numbers are record breaking in the region. Additionally, there has been an increased amount of successfully growing new companies in Business Joensuu's region. Increased export sales, and number of new export companies.
<b>Challenges/lesson learnt encountered:</b>	The combination of service packages provides holistic long-term approach to growth and internationalization of companies' business instead of single shorth term activities with less effect.
<b>Potential for learning or transfer:</b>	Similar services can be implemented also elsewhere when financing, networks and competencies are available.
<b>Key partners:</b>	Local and regional authorities, regional development agency, stakeholders, private sector, experts, coaches, marketing experts
<b>Key activities:</b>	Extensive analyses that last one year in order to develop a new strategy, to define the service offering, and to create an operational culture.
<b>Further information:</b>	<a href="https://www.businessjoensuu.fi/en/services-for-companies/business-growth-and-development/business-and-growth-coaching/">https://www.businessjoensuu.fi/en/services-for-companies/business-growth-and-development/business-and-growth-coaching/</a>

## SCALE UP - Best Practice (BP): Challenge to Challenge

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<b>City:</b>	Sarajevo

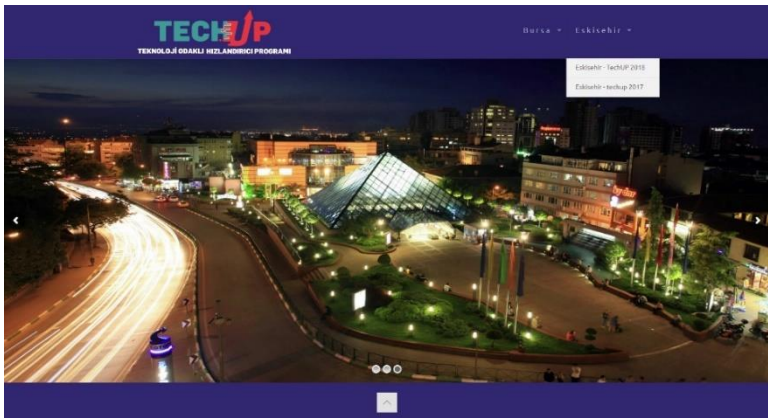
2. Best practice general information	
<b>BP title:</b>	<i>Challenge to challenge</i>
<b>BP image:</b>	 <p>CHALLENGE TO CHANGE</p> <p>PROJECT CALLS NEWS ACTIVITIES SCHEDULE PUBLICATIONS GALLERY LINKS   JEZICI   <input type="text"/> <input type="submit" value="Q"/></p> <p>ABOUT PROJECT</p> <p><b>The project aims to contribute to reducing unemployment, increasing the competitiveness and sustainable socio-economic development in Bosnia and Herzegovina</b></p> <p>One of the main characteristics of the C2C project is its open, competitive application process, which provides applicants with a one-off, limited-duration grant to overcome the uncertainties that inhibit innovation, research and development, investment and new approaches. Thanks to Project C2C, will be supported innovative projects through the introduction of new ideas, products, methods, services or approaches that may lead to significant changes, not only to marginal improvements.</p>
<b>Has this BP been identified in the course of an Interreg Europe project as part of the learning process?</b>	Yes
<b>The BP needs to be reported under the indicator “number of good practices identified” in the progress report:</b>	BP 4

<b>Please select the project acronym:</b>	SCALE UP - Supporting concentration and robustness of SMEs within the renewed EU industrial policy	
<b>Thematic objective of the BP:</b>	Objective 2.1: Improving SMEs competitiveness policies	
<b>Geographical scope of the BP:</b>	Regional	
<b>BP location</b>	Country	Bosnia and Herzegovina
	Region	Sarajevo
	City	Sarajevo

<b>3. Detailed description</b>	
<b>Best Practice (BP) short summary:</b>	C2C is an online Challenge fund (risk capital sharing) for innovative startups/SMEs focusing on women entrepreneurship, job creation, and diaspora investment.
<b>Detailed information on the BP:</b>	<p>The main goal of the project is to strengthen economic development in Bosnia and Herzegovina, and cooperation between Sweden and Bosnia and Herzegovina.</p> <p>In BiH there are many innovative business ideas that have not been implemented due to a lack of risk sharing capital. Given the current situation in BiH, SIDA (Inclusive Business, Sweden) has identified the need to develop new instruments supporting innovation and business growth which led to the establishment of the Challenge to Change in Bosnia and Herzegovina.</p> <p>The C2C is open to SMEs from all over Bosnia and Herzegovina and from Sweden, as well as startups that have innovative business ideas, products or services which may lead to increased employment, increased competitiveness and sustainable socio-economic development in BiH. Companies that meet the established criteria can receive a co-funding grant amounting to a maximum 30.000 EUR, up to 50% of the investment costs.</p> <p>As there is significant BiH Diaspora in Sweden with great interest in contributing to the development of BiH, the possibility of making use of their experiences will also be explored.</p> <p>The project hopes to contribute to increased employment, women's economic participation, and general economic growth.</p>
<b>Resources needed:</b>	The total budget of the Challenge to Change is 40 million Swedish Kronor, approx. 4 million EUR.

<b>Timescale (start/end date):</b>	2016 - 2020
<b>Evidence of success (results achieved):</b>	The C2C project gave attention to projects that promote gender sensitivity and environment protection. It encouraged private enterprises to develop and implement new business ideas with the social orientation and innovation capacity to improve conditions for the poor. As a result, 58 business entities supported the total grant amount of 1.3 million EUR and enabled the opening of 300 new jobs. The third public allowed 50 business entities supported with 1 178 056 EUR from CF to open 243 new jobs.
<b>Challenges/lesson learnt encountered:</b>	Special attention has been given to gender and equality promotion in all activities and evaluation processes of grant applications on entrepreneurship, management, and employment.
<b>Potential for learning or transfer:</b>	Given the successful results of the project so far, the entire C2C implementation system can be transferred to other grant schemes and international donors. Experiences have already been shared to representatives from Albania and they expressed interest to use the system and initiated activities to establish the Challenge Fund in their country. Representatives of APPRM from Macedonia expressed interest for the whole system too.
<b>Key partners:</b>	Local and regional authorities, regional development agency, Swedish international Development cooperation agency, Swedish government, women entrepreneurs, stakeholders, technological centres
<b>Key activities:</b>	Info days, deep analysis of the current situation, involvement of foreign external experts, better synergies with the academic world
<b>Further information:</b>	<a href="https://c2c.ba/en">https://c2c.ba/en</a> <a href="https://c2c.ba/en/press/success-stories">https://c2c.ba/en/press/success-stories</a>

## SCALE UP - Best Practice (BP): Tech UP

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<b>Telephone:</b>	+90 2242111327
<b>Country:</b>	Turkey
<b>Region:</b>	The region which consists of Bursa, Eskişehir and Bilecik provinces in Turkey
<b>City:</b>	Bursa
2. Best practice general information	
<b>BP title:</b>	<i>Tech UP</i>
<b>BP image:</b>	
<b>Has this BP been identified in the course of an Interreg Europe project as part of the learning process?</b>	Yes
<b>The BP needs to be reported under the indicator “number of</b>	BP 5

<b>good practices identified” in the progress report:</b>		
<b>Please select the project acronym:</b>	SCALE UP - Supporting concentration and robustness of SMEs within the renewed EU industrial policy	
<b>Thematic objective of the BP:</b>	Objective 2.1: Improving SMEs competitiveness policies	
<b>Geographical scope of the BP:</b>	Regional	
<b>BP location</b>	Country	Turkey
	Region	The region which consists of Bursa, Eskişehir and Bilecik provinces in Turkey
	City	Bursa

<b>3. Detailed description</b>	
<b>Best Practice (BP) short summary:</b>	The objective is to train, mentor and offer consultancy services for companies with growth potential and operating in Bursa, Eskişehir and Bilecik provinces.
<b>Detailed information on the BP:</b>	<p>“Improving the investment environment and supporting entrepreneurship” has been identified as one of the main priorities and measures of the TR41 Bursa Eskişehir Bilecik Regional Plan. In line with emerging needs and after discussions with stakeholders in the TR41 region; in cooperation with universities, technology transfer offices, technology development zones, chambers of commerce and industry in the region, BEBKA decided to design the TechUP - Technology Focused Accelerator Program.</p> <p>The aim of the program is, under the supervision of mentors, to support the growth targets of the firms (which have an innovative and technological product/service but cannot realize the expected progress due to financial constraints or lack of experience) and also to make the company investable.</p> <p>TechUP is an interactive accelerator program designed to support firms in the light of trends in the global entrepreneurship ecosystem. Its main purpose is to create added value for firms and to prepare them for investors so as to bring them together with angel investors and venture capital funds. The program is designed with the broad participation of technology transfer offices, mentors and universities, tailored to the needs of companies with growth potential. The program provides both vertical mentorship that includes sector-based mentorship and sectoral orientation with mentors experienced in business, and horizontal mentorship which includes business model development with accelerator mentors.</p>
<b>Resources needed:</b>	Full time staff from the implanting organization will be in charge of management, marketing and research as well as mentors and consultants are needed to run the practice.



<b>Timescale (start/end date):</b>	2016 - ongoing
<b>Evidence of success (results achieved):</b>	<p>In 2016-17, there were 20 applications, 10 of which were accepted and after months of mentorship, got to present their initiatives to 5 investor groups.</p> <p>In 2017-18, there were 24 applications, 13 of which were qualified. 11 companies who completed the program presented their initiatives to 4 investors from the investor groups.</p> <p>In 2018-19 there were 25 applications. Ultimately 9 companies presented their initiatives to 5 investors from the investor groups.</p>
<b>Challenges/lesson learnt encountered:</b>	<p>Training/mentorship play a crucial role in the development of this Technology Focused Accelerator Program. The Turkish Entrepreneurs needed lots of training before receiving the grants.</p>
<b>Potential for learning or transfer:</b>	<p>TR41 Bursa Eskişehir Bilecik region is an industrialized region with international firms operating in automotive, textile, furniture, ceramics, aviation and machinery sectors. Existence of those sectors and big international firms enables the entrance of new service providers and sub-industry initiatives to entrepreneurship ecosystem. Supporting the growth targets of newly established firms those cannot realize the expected breakthrough due to financial constraints or lack of experience and to make the company investable will provide growth of regions. This kind of accelerator programs are transferable for regions have similar development levels, economical activities and have an entrepreneurial ecosystem that needs support of actors like development agencies.</p>
<b>Key partners:</b>	<p>Local and regional authorities, universities, technology transfer offices, technology development zones, chambers of commerce and industry in the region, SMEs.</p>
<b>Key activities:</b>	<p>Training was the most important activity carried out during the three phases of TechUP. It helped to raise awareness of the future-potential of the entrepreneurs who live in the region. Support from the local authorities was also a relevant activity.</p>
<b>Further information:</b>	<p><a href="https://www.bebka.org.tr/techup/">https://www.bebka.org.tr/techup/</a></p>



## CONCLUDING REMARKS

Everything considered, these practices contribute to the European competitiveness and acceleration of regional economic growth through improvement of 6 policy instruments by the project consortium.

The approach to improve the policy instruments linked to business growth and robustness starts with the analysis of partners' local situations to identify valuable experiences and practices. These practices are then reviewed in a perspective of transfer and adaptation, in order to draw up regional action plans. Once completing the study visits to each region with the connected BPs, project partners choose the practice which they think are the most adaptable and most benefit their territory. The process of knowledge sharing and transfer which the project facilitates allows for a greater likelihood of business growth and development.

Aside from the perceived policy instrument improvements each regional project partner can provide their regions, EURADA will distribute the relevant and significant project deliverables accomplished throughout the lifespan of the project to the representative of the European Commission along with regional development agencies that belong to its network across the EU.