



ACTION PLAN:

SCALE UP MURCIA



Organization: Instituto de Fomento de la Región de Murcia - INFO Murcia (Regional Development Agency of Murcia)

Project: SCALE UP – Program INTERREG

The Action Plan SCALE UP MURCIA has been developed in the framework of the European project SCALEUP in the Program INTERREG

Organization: Instituto de Fomento de la Región de Murcia (Regional Development Agency of Murcia)

The following organizations have collaborated in the study and analysis of the actions related to project SCALE UP and have contributed in the elaboration of the Action Plan SCALE UP MURCIA: Centro Europeo de empresas e Innovación de Murcia, Centro Europeo de Empresas e Innovación de Cartagena, Confederación de Organizaciones Empresariales de la Región de Murcia (CROEM), Confederación de Organizaciones Empresariales de Cartagena (COEC), Universidad de Murcia, Universidad Politécnica de Cartagena, Asociación de Agentes de Desarrollo Local Red PuntoPYME.

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1. Executive Summary

SCALE UP MURCIA

Murcia participated leading project SCALE UP 2019-2023: Supporting concentration and robustness of SMEs within the renewed EU industrial policy

This document describes SCALE UP Action Plan, which aims to improve the ERDF Regional Operational Program priority 3a: *Fostering the business spirit facilitating economic exploitation of new ideas and promoting the creation of startups, too through incubators* – Action 24: *Promotion of the entrepreneurial culture and business initiative, supporting the development and consolidation of the entrepreneurial ecosystem at local and regional level.*

The SCALE UP Murcia action plan is framed and integrated within the Murcia Region Entrepreneurs Plan, a reference document according to Law 5/2013, of July 8, to support entrepreneurs and the competitiveness and internationalization of small businesses. and medium-sized companies (SMEs) in the Region of Murcia, which includes scaling actions. During 2021 it is being updated for the new period 2022-2025.

The SCALE UP Murcia action plan contains a single action consisting of a training and mentoring program. It is about promoting the scaling of 10 scalable companies per year by increasing training. This action will provide the entrepreneurs involved with vision related to the new paradigm of globalization, digitalization, and environment.

The training will consist of carrying out a series of workshops in different areas of strategic leadership, adapted to companies that have a certain degree of maturity, to provide entrepreneurs with skills that allow them to continue growing continuously and solidly and seize new opportunities.

This training will be reinforced and specified through mentoring sessions in which companies can be advised with individualized attention in those areas that they consider to be of greater importance given their situation.

Initially, the SCALE UP Murcia program is expected to take place once a year. The duration of the program will be 30 hours. 24 hours of training and 6 hours of mentoring.

The 24 hours of training will be distributed in 6 strategic workshops. Each one of 4 hours, delivered in 2 sessions of two hours. The first 2-hour session will be more theoretical and the second more applied session.

The 6 available hours of mentoring may be distributed according to each participating company considers. The program will offer a series of mentors, each of them characterized by fields of specialization. The company may contact the program to communicate the mentors it has chosen.

The duration of the program will be 3 months. The first edition of the program will be launched in 2022.

The companies that may participate in the program will be those that serve the following classification groups, according to the number of employees, turnover and sustained annual growth:

1. Consistent Scaling Companies: at least 3 employees, minimum turnover of € 100,000, annual growth of more than 20% in each of the last 3 years
2. Potential scaling companies: at least 3 employees, minimum turnover of € 100,000, annual growth of 10% during each of the last 3 years or more than 20% during each of the last 2 years.
3. Ambitious micro-businesses with tangible evidence of "scalability": Potential to scale can be demonstrated with partial ScaleUp features. For example, the company is the right size, but it is not growing due to lack of help.

10 companies are expected to participate in each program edition. The order of priority to access the program will be as follows: group 1, group 2, group 3. However, whenever possible, at least two companies from each of the groups will be included in each initiative carried out.

Companies must apply to participate in the program, providing supporting documentation of belonging to one of the groups of companies mentioned above as scalable, potentially scalable, or micro-businesses with ambition. Up to a maximum of 3 people for each company can participate in the program.

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2. Policy context

In the application form to carry out SCALE UP, Murcia oriented the action with the aim of reviewing priority 3d of its ERDF Operational Program Murcia 2014-2020: *Supporting the ability of SMEs to grow in regional, national and international markets, and participate in processes of innovation.*

This SCALE UP action Plan will finally address the Regional Operational Program Murcia 2014-2020 – Priority 3a Fostering the business spirit facilitating economic exploitation of new ideas and promoting the creation of startups, too through incubators.

In particular it will address Action 24: Promotion of the entrepreneurial culture and business initiative, supporting the development and consolidation of the entrepreneurial ecosystem at local and regional level. The productivity indicator will be: EO20 Companies impacted by actions to raise awareness, dynamization, awareness.

This SCALEUP Action Plan aims to improve the ERDF Regional Operational Program Murcia 2014-2020 by including new projects with the launching of a new call to support SME in the growth process.

It will be also integrated as an action of it, including new projects with the launching of a new call to support SMEs in the growth process, within the whole Entrepreneurship and Scaling Plan of the Region of Murcia 2022-2025, which is the main policy tool of the entrepreneurship and scaling policy in the Region of Murcia, orienting the action of the entrepreneurship an scaling ecosystem in the Region of Murcia, in coordination with all actors, and managed from the Business Growth Department of the Regional Development Agency of Murcia.

The Action Plan aims to impact:

- Investment for Growth and Jobs programme: **Regional Operational Program Murcia 2014-2020**
- European Territorial Cooperation programme: Other regional development policy instrument: **The Entrepreneurship and Scaling Plan of the Region of Murcia 2022-2025**

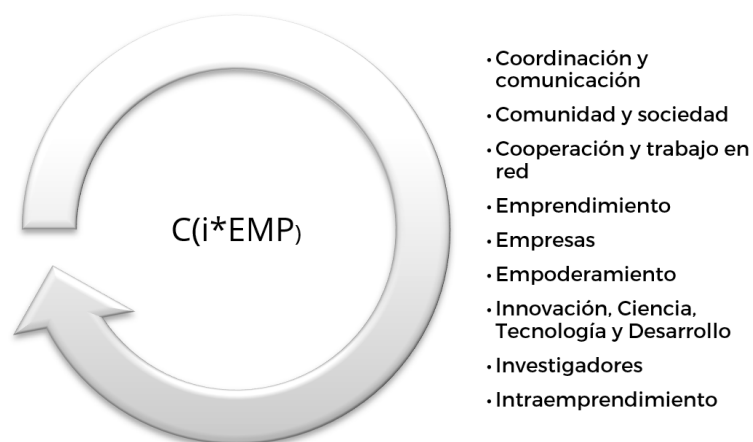
The inclusion of this SCALE UP Action Plan in both the Regional Operational Programme Murcia 2014-2020 and the Entrepreneurship and Scaling Plan of the Region of Murcia 2022-2025 will reinforce the actions dealing with scaling up companies, supporting the growth approach and consolidating momentum in the entrepreneurship culture.

It will also contribute to facilitating the enterprises and entrepreneurship ecosystem to gain entrepreneurial skills combined with vision related to the new paradigm of globalization, digitalization, and environment.

The Entrepreneurship and Scaling Plan of the Region of Murcia 2022-2025 is the reference document established according to Regional Law 5/2013, of July 8, to support entrepreneurs and the competitiveness and internationalization of small and medium-sized enterprises (SMEs) of the Region of Murcia, which includes scaling actions. This document is being updated during the year 2021, for the new period 2022-2025.

The Law of Entrepreneurs of the Region of Murcia provides in its article 27 the preparation and approval of a Plan of Entrepreneurs of the Region.

The framework for regional entrepreneurship policy has been for the last 4 years the CiEMP Strategy for the Promotion of Entrepreneurship, Intrapreneurship, and Scientific and Technological Vocations, with a time horizon of 2018-2021. The CiEMP Strategy came to continue the new guidelines after the previous entrepreneurship plan for the 2014-2017 period.



Likewise, the Regional Development Agency of Murcia has carried out various initiatives related to scaling programs. Such as the European SCALEUP project itself for the exchange of good practices in scaling and the design and implementation of a scaling action plan.

The Department of Business Growth has carried out other scaling initiatives such as the line of Incentives for the entry of private investors in recently created companies, which aims to support the financial needs of growing companies.

Another initiative has been the Tracción program that connects young and entrepreneurial companies with the purchasing departments of large companies, so that collaborations can arise and stimulate the growth of both companies.

INCOOVA, a program financed by INFO and coordinated by CROEM, has also been an initiative in the development of ideas and projects for the growth and development of talent.

In January 2021, a scaling-up SEIMED program was carried out focused on Investment criteria in high-potential projects, with the aim of helping companies that are looking for private capital to prepare their investment proposal.

3. Background: project SCALE UP

This action plan arises as a deliverable of the SCALE UP project of the INTERREG program, in the Competitiveness of SMEs axis.

The SCALE UP project is entitled Supporting the concentration and strengthening of SMEs within the framework of the new industrial policy of the European Union.

SCALE UP takes place in 2 phases. The first phase consisting of the exchange of good practices and the design of an action plan was developed between July 2019 and January 2022. Due to the incidence of covid19, the duration of the first phase, initially scheduled until July 2021, was extended 6 more months.



SCALE UP kick off meeting in Murcia. July 2019.

The second phase in which the action plan designed in the first phase will be executed, including monitoring, follow-up, and control, will take place during the next 12 months starting in January 2022.

SCALE UP is led by the Regional Development Agency of Murcia, the other partners are Regional Management Northern Hesse GmbH (Germany), Regional Development fund of the Region of Attica (Greece), Lazio Innova (Italy), Lubelskie Voivodeship (Poland) and Nottingham City Council (United Kingdom), and EURADA, the European Association of Economic Development Agencies (Brussels) as partner in charge of communication.

Each of the participating regions formed a Regional Action Group, with actors from the business ecosystem of their regions. The group met at least every six months, in order to advise the corresponding region.

At the beginning of the project, each region carried out a SWOT analysis to better document the strengths, weaknesses, opportunities, and threats and to better study the good practices that were exchanged in the project.

Each partner presented 3 good practices, which were uploaded to the Interreg program platform, to create a database of good practices together with the other projects of the

Program. The documentation activity included a validation process by experts from the Interreg Program, independent of the project.

In parallel, study visits were carried out with the project partners. Due to the covid crisis and the restrictive measures on mobility in Europe since March 2020, it was only possible to carry out the study visit to Poland, which took place in January 2020, in person.

Given the uncertainty about the duration of the mobility restrictions in the first half of 2020, it was decided by the project partners to continue with the study visits virtually.

A common methodology was developed by the project partners, consisting of the production of materials on each of the three good practices to be presented. The materials had to be written documentation and also some videos, including as far as possible testimonials from participants in good practices, both from the organization side and from the different profiles of participating companies.

After receiving the documentation of each good practice, each organizing region of the study visit had to organize an online event, in which the participating actors of their three good practices had to present them and participate in a dialogue with the partners who learned from the study visit. Prior to this online event, each visiting region had to study the materials and ask a series of questions about good practices, which would serve to initiate dialogue during the event.

	Good practices presented by partners in the virtual study visits	Partner	Bp target
1	Incentives to the entry of private investors in newly created companies	MURCIA	Financial
2	Tracción	MURCIA	Marketing
3	INCOOVA	MURCIA	Incubator
4	IHK Hessen Innovativ	HESSEN	Ecosystem
5	MoWiN	HESSEN	Innovation
6	Scaleup Hessen	HESSEN	Financial
7	Egg (enter.grow.go)	ATTICA	Accelerator
8	Competitive Toolbox	ATTICA	Financial
9	Innovation centre of the Region of Attica	ATTICA	Ecosystem
10	Open Innovation Challenge	LAZIO	Innovation
11	ESA BIC	LAZIO	Incubator
12	Fare Venture	LAZIO	Financial
13	COIE	LUBELSKIE	Ecosystem
14	NLab Lubelskie-Nevada	LUBELSKIE	Accelerator

15	Trademark “Lubelskie”	LUBELSKIE	Marketing
16	UpScaler	NOTTINGHAM	Accelerator
17	Accelerator program Big House	NOTTINGHAM	Accelerator
18	Employability NTU Nottingham-Trent University	NOTTINGHAM	Innovation

After participating in the study visits, each partner had to report and document in a SWOT analysis on whether to replicate each of the good practices in their respective regions.



Study visit to Lubelskie (Poland). January 2020.

After completing the study visits phase, each partner conducted a dialogue both within their organization and with the Regional Action Group, in order to select the most interesting good practices.

The dialogue on the needs and priorities in the regional environment, both internally and with the members of the Regional Action Group, resulted in the choice of the Nottingham UpScaler good practice as a good practice to be replicated in Murcia.

It is understood that the experience and scale of the program developed in Nottingham has allowed an in-depth study of the real needs of companies in terms of capacities to acquire to face the escalation process with guarantees. Thus, it is intended to replicate the approach and content covered in the Nottingham UpScaler program.

However, some issues will be susceptible to adaptation, in particular the profiles of participating companies, given that the profile of scaling companies in the Murcia region is on a smaller scale, in terms of the number of employees and the billing levels.

After the selection of UpScaler as a practice to be replicated, Murcia and Nottingham, together with Nottingham Trent University and the East Midlands Chamber, held a series of exchanges of

information and documentation that has served to develop the approach and content of this plan.

In the SCALE UP project, a Regional Action Group was set up, which has regularly followed the development of the project, in particular the exchange of good practices, participating in the workshops and receiving the reports, as well as a semiannual meeting of the Group.

The following are the organizations that have been part of the Regional Action Group of the SCALE UP project:

- European Business and Innovation Centre of Murcia (CEEIM)
- European Business and Innovation Centre of Cartagena (CEEIC)
- Regional Confederation of Business Organizations of Murcia (CROEM)
- Regional Confederation of Business Organizations of Cartagena (COEC)
- University of Murcia (UM)
- Polytechnic University of Cartagena (UPCT)
- Association of Local Development Agents of the municipalities of the Region of Murcia (Red PuntoPYME)



4. Nottingham UpScaler good practice, contents, and transfer.

UpScaler is a business scaling program presented by Nottingham City Council as a good practice in the project.

Detailed information can be found on the program website <https://upscalerforum.com/>

It is a three-year program, with a budget of £ 1.5 million, of which 46% is co-financed by the ERDF.

UpScaler is coordinated by D2N2, which is a regional business Hub, promoted by the UK Ministry of Finance, in whose committee local, business, civil society and diverse-profile administrations participate.

The project is implemented by Nottingham Trent University together with the East Midlands Chamber of Commerce. Both partners presented a program project to the call of the Ministry.



UpScaler combines different actions. Companies must apply under three profiles, similar to those that will be used in SCALE UP MURCIA. There are no specific times to join the program, nor are there a specific duration, but when companies enter, they join as a community.

Once the application to join has been submitted and positively evaluated through an EMC (East Midlands Chamber of Commerce) diagnosis, the companies participate in training sessions called the Strategic Leaders Series, an action whose outline and contents have been planned to be replicated in SCALE UP Murcia.

From there, companies can register to participate in various workshops that the program offers through the web, equipped with an intranet so that each company can access its own profile.



In addition to this training action, and the additional workshops, companies can access two other services in the form of a co-payment: mentoring sessions and talent development.

In both cases, the aid management scheme is that the company bears the expenses, after a justification of the need and approval by the program. And once the expenses have been made, invoice the program for the help requested. All this is managed by Nottingham Trent University (NTU) and East Midlands Chamber (EMC) the East Midlands Chamber of Commerce.

For the mentoring service, companies can access the program's website and select a series of mentors according to their fields of experience, justify the need for the program and obtain approval. The company pays the mentor after the services have been received, and you can get 50% of the costs up to a total of £ 1,500 in program support.

Regarding the recruitment of graduates, the program contributes up to 20% of the costs.

For SCALE UP Murcia, it has been decided to replicate the actions aimed at training and mentoring, maintaining the free services provided, which streamlines management, since the program will be carried out on a much smaller scale.

Regarding the recruitment of graduates, it has been decided not to include this sub-action in SCALE UP Murcia, among other reasons because the INFO already has some lines of aid in this regard.

As of September 2020, the Nottingham UpScaler program shows the indicators of success that can be seen in the infographic



5. Action 1: SCALE UP MURCIA

The SCALE UP Murcia action plan will consist of a single action that will have the same name SCALE UP Murcia. The SCALE UP Murcia action will consist of a training program accompanied by mentoring sessions specifically tailored to the areas of interest and needs of each company.

The framework contents on which action 1 will be developed will be defined by the Regional Development Agency of Murcia, considering the contribution of regional stakeholders, so that an invitation to submit offers to carry out the program can be made for organizations or companies that have experience and know-how on the topic.

The offers must comply with the objectives and conditions previously defined by the INFO Region of Murcia, and will include from the design of the workshops, advertising, registration management, development of the program, until its closure, evaluation and report, including the coordination of all actions, subject to the supervision of the Development Institute, which will be informed of the detailed development of the actions and will have access to all the information generated.

It is intended to replicate the areas of interest on the Strategic Leaders workshops that Nottingham carried out in its UpScaler good practice, aimed at companies that have a scalable profile or great potential due to technologies or capabilities. The purpose of this action is to train entrepreneurs with skills that allow them to continue growing continuously and solidly and take advantage of new opportunities that the market offers them.

As support and deepening, the training program of the strategic leaders workshops will be accompanied by individualized and personalized mentoring sessions in which companies can be carefully advised in those areas of greatest importance for their scaling potential.

Action 1 SCALE UP Murcia is scheduled to take place once a year.

The duration of the program will require a minimum participation on the part of the registered companies of 30 hours, of which there will be 24 hours of training in the workshops of strategic leaders and 6 hours of mentoring.

The 24 hours of training will be distributed in 6 strategic workshops. Each one of 4 hours, delivered in 2 sessions of two hours. The first 2-hour session will have a general theoretical-

practical approach and the second session will have a more practical approach applied to improving aspects individually.

The 6 available hours of mentoring may be distributed according to each participating company, advised by the coordinator of the action. The SCALE UP Murcia action will offer a series of mentors, each of them specialized in one or more topics. The company may inform the coordinator of the action of the mentors or topics that are of greatest interest to them.

The duration of the program will be 3 months for the companies participating in it.

5.1 Stakeholders involved

The action will be coordinated and implemented by INFO Murcia (The Regional Development Agency of Murcia)

INFO Murcia will be in charge of the preparation and implementation of the program

The regional stakeholders in Murcia will contribute to spreading information about the action among their networks and communication channels to find candidates for participating in the program. They will also contribute to analyse the output of the program and provide feedback for future programs. These partners are:

- European Business and Innovation Centre of Murcia (CEEIM)
- European Business and Innovation Centre of Cartagena (CEEIC)
- Regional Confederation of Business Organizations of Murcia (CROEM)
- Regional Confederation of Business Organizations of Cartagena (COEC)
- University of Murcia (UM)
- Polytechnic University of Cartagena (UPCT)
- Association of Local Development Agents of the municipalities of the Region of Murcia (Red PuntoPYME)

5.2 Companies eligible for joining the program

The companies that may participate in the program will be those that serve the following classification groups, according to the number of employees, turnover and sustained annual growth:

1. Consistent Scaling Companies: at least 3 employees, minimum turnover of € 100,000, annual growth of more than 20% in each of the last 3 years
2. Potential scaling companies: at least 3 employees, minimum turnover of € 100,000, annual growth of 10% during each of the last 3 years or more than 20% during each of the last 2 years.
3. Ambitious micro-businesses with tangible evidence of "scalability": You can demonstrate potential to scale with partial ScaleUp features. For example, the company is the right size, but is not growing due to lack of help.

In principle, 10 companies are expected to participate in each edition of the program. The order of priority to access the program will be as follows: group 1, group 2, group 3. However, whenever possible, at least two companies from each of the groups will be included in each initiative carried out.

Regarding the consideration of the groups, they will be classified admitting certain flexibility duly motivated, in a particular way considering the effects of the economic situation derived from the covid, in terms of billing drops in the 2020 financial year and strong recoveries expected in 2021.

Companies must apply for participation in the program, providing supporting documentation of belonging to one of the groups of companies mentioned above as scalable, potentially scalable or micro-enterprises with ambition.

Up to a maximum of 3 people for each company can participate in the program.

The INFO will verify that the documentation conforms to the requirements and will carry out a diagnosis of the company based on the documentation and description provided in the application.

5.3 Contents of the SCALE UP workshops: Strategic Leaders Series

The training sessions called Strategic Leaders Series will consist of the following topics:

- Workshop 1: Scaling Strategy and Growth Roadmap
- Workshop 2: Strategic HR
- Workshop 3: Building a Strong Strategic Scaling Management Team
- Workshop 4: Scaling Performance Management
- Workshop 5 Strategic Financial Management
- Workshop 6: Strategic Marketing of Scaling

The companies invited by the Regional Development Agency of Murcia to submit offers to participate in the program will present a proposal for the development of the workshops, in their offers, as well as information on the training and experience of the people who will teach the workshops.

Each subject will be taught in 2 sessions, each lasting 2 hours. The first session will have a theoretical-practical approach and the second will apply to the company itself. A space of 1 week will be left between the first and the second session.

5.4 Mentorship

The SCALE UP Action will provide participating companies with the services of a series of mentors with different areas of specialization, allowing companies to distribute 6 hours of mentoring among the mentors that they consider most appropriate to their needs.

The mentors will be proposed in the offers of the companies, which will also present information about their fields of specialization, accompanied by their training and professional experience. They must also complement each other, and jointly cover the various topics and fields of specialization on which the SCALE UP action will deal.

The companies will justify to the INFO, prior to receiving the mentoring services, the choice of mentors based on a description of their needs that fits the areas of specialization of the required mentor.

This service will also be free for companies participating in the program.

The coordinator of the action by the company hired by the Institute of Development of the Region of Murcia for its execution, will oversee managing and coordinating the expectations and needs of the companies and the services provided by the mentors to them.

5.5 Calendar of the action

An edition of the SCALE UP Murcia action will be held once a year, including the complete series of workshops for strategic leaders and mentoring services.

The duration of the program will be 3 months.

The first edition of SCALE UP Murcia will be launched during the first semester of 2022. During phase 2 the indicator *EO20 Companies impacted by actions to raise awareness, dynamization, awareness will be monitored, as indicator linked to Action 24 in the ERDF Operational Program Murcia.*

Other indicators shown in section 5.7 will be monitored in phase 2 and in the subsequent editions

Other editions will be launched in the following years 2023, 2024, 2025,

	Task	Responsible	week 1	week 2	week 3	week 4	week 5	week 6	week 7	week 8	week 9	week 10	week 11	week 12	week 13	week 14	week 15	week 16	week 17	week 18	week 19	week 20	week 21	week 22	week 23	week 24	week 25	week 26	week 27	
1. Provider selection	11 Technical outline of the contents	NFO	X	X																										
	12 Admin clauses of procurement	NFO		X	X																									
	13 Invitation of submit offers	NFO			X																									
	14 Bid preparation	Adjudicators potentials				X	X																							
	15 Bid selection	NFO						X	X																					
2. Participants selection	21 Publicity of the action	Adjudicator							X	X	X	X																		
	22 Applications to participate	Adjudicator								X	X																			
	23 Proposal participants	Adjudicator										X	X																	
	24 Validation of participants in the program	NFO											X	X																
3. Execution of the action	31 Action starts	Adjudicator												X	X															
	32 Taller1: Scaling strategy and growth roadmap	Adjudicator														X	X													
	33 Taller2: Strategic HRRR	Adjudicator															X	X												
	34 Taller 3: Creation of solid strategic scaling management team	Adjudicator																X	X											
	Taller 4: Scaling performance management	Adjudicator																	X	X										
	35 Taller 5 Financial strategic management	Adjudicator																		X	X									
	36 Taller 6: Strategic scaling management	Adjudicator																			X	X								
37 Mentorship	Adjudicator																				X	X	X	X	X	X				
4. Assessment and closure	41 Final assessment report	Adjudicator																										X		
	42 Finan assessment report validation	NFO																											X	
	43 Closure	NFO																											X	

5.6 Budget and Funding

The annual cost of the program is € 20,000.

The funding will come from co-financing 80% by the ERDF Regional Operational Program Murcia 2014-2020, Priority 3a: *Fostering the business spirit facilitating economic exploitation of new ideas and promoting the creation of startups, too through incubators. In particular, it will address Action 24: Promotion of the entrepreneurial culture and business initiative, supporting the development and consolidation of the entrepreneurial ecosystem at local and regional level. The productivity indicator will be: EO20 Companies impacted by actions to raise awareness, dynamization, awareness.*

The other 20 % will be financed by the funds of the Regional Development Agency of Murcia (INFO Murcia)

Concept

Amount (€)

24 hours training

4800

60 hours de mentorship

6000

Register management (100h)	4000
Comunication	3000
Other expenses	1000
General expenses	1200
TOTAL	20.000 €

5.7 Indicators, monitoring and evaluation

As mentioned above, the action will be integrated within the ERDF Operational Program Murcia under Action 24: Promotion of the entrepreneurial culture and business initiative, supporting the development and consolidation of the entrepreneurial ecosystem at local and regional level.

The productivity indicator linked to that action is: EO20 Companies impacted by actions to raise awareness, dynamization, awareness.

The internal program monitoring and evaluation indicators will be:

- No. of participating companies
- Hours of support provided
- Funds committed to SCALE UP MURCIA
- Diagnostics of companies carried out
- Turnover of all companies
- Number of employees of all companies
- Increase in the number of employees of all companies 12 months after completing the program
- Increase in the number of employees of all companies 36 months after completing the program
- Number of participating companies category 1
- Number of participating companies category 2
- Number of participating companies category 3

- Investment in R + D + i of the companies in the database
- Sector of the economy
- Technological nature of the company
- Environment sector
- IT digital sector, ICTs
- A SCALE UP Murcia Monitoring Committee will be established that will include the members of the Regional Action Group of the SCALEUP project and who will also accompany the INFO in the dissemination of the program through their own communication channels. The following organizations will be part of the Monitoring committee for the Action Plan:European Business and Innovation Centre of Murcia (CEEIM)
- European Business and Innovation Centre of Cartagena (CEEIC)
- Regional Confederation of Business Organizations of Murcia (CROEM)
- Regional Confederation of Business Organizations of Cartagena (COEC)
- University of Murcia (UM)
- Polytechnic University of Cartagena (UPCT)
- Association of Local Development Agents of the municipalities of the Region of Murcia (Red PuntoPYME)

INFO will compile annually the evaluation information of the action and will share it with the members of the monitoring committee and collect their feedback to be considered for future editions of the action.