



European Union  
European Regional  
Development Fund

Report Exchange of Experience 09

28 - 30.06.2022

Funchal, Madeira, Portugal



## 1. Introduction

The current deliverable “Report of the activities taken place during the 9th Exchange of Experience of Innova-FI” was developed in the frame of the European project “Financial Instruments for Innovation – Innova-FI”, funded by Interreg Europe.

The 9th Exchange of Experience of the Innova-FI project took place in Madeira (Portugal), hosted by the lead partner ANI. This was a two-day policy learning event followed by a steering committee meeting on the last day. This 9th Exchange of Experience of Innova-FI was organized as part of the additional activities approved by the Joint Secretariat of INTERREG Europe, focused on the use of Financial instruments for economic recovery in response to the Covid-19 pandemic.

The event took place on the University of Madeira (Colégio dos Jesuítas) in Funchal, and included a study-visit to the Industrial Free Trade Zone of Madeira.



## 2. Agenda

Time	28/06/2022	Location
Conference: Financial Instruments for Innovation - Part I The Madeira Region Experience		
09:30 – 10:00	Registration & Welcome Coffee	University of Madeira Auditorium (Colégio dos Jesuítas)  Address: Rua dos Ferreiros 9000-039 Funchal
10:00 – 10:15	Opening of the Morning Session Dr. Rogério Gouveia Secretário Regional das Finanças   Regional Treasury Secretary of Madeira	
10:15 – 10:35	Financial Instruments for Innovation and Economic Recovery – overview of the Innova-FI Project Alexandre Almeida Agência Nacional de Inovação   National Innovation Agency	
10:35 – 11:00	The Regional Innovation System and Smart Specialisation Strategy of Madeira Alberto Velez Grilo Unidade de Implementação da Estratégia Regional de Especialização Inteligente   Unit for Implementation of the Regional Smart Specialisation Strategy	
11:00 – 11:30	Coffee Break & Networking	
11:30 – 12:00	Financial Instruments in the Context of Ultrapерipheral Regions Mário Rui Silva Perito Externo   External Expert	University of Madeira Auditorium (Colégio dos Jesuítas)  Address: Rua dos Ferreiros 9000-039 Funchal
12:00 – 12:30	Credit Lines for Economic Recovery in Madeira Raquel Silva Instituto de Desenvolvimento Empresarial   Entrepreneurial Development Institute of Madeira	
12:30 – 12:45	Q&A	
12:45 – 13:00	Closing of the Morning Session	
13:00 – 14:00	Lunch Break	

Time	28/06/2022	Location
Conference: Financial Instruments for Innovation – Part II Sharing of Good Practices		
14:00 – 14:15	Opening of the Afternoon Session	University of Madeira Auditorium (Colégio dos Jesuítas)  Address: Rua dos Ferreiros 9000-039 Funchal
14:15 – 14:45	Startup Madeira > Building an innovative ecosystem Carlos Lopes (CEO), Micaela Vieira (Project Manager) & Entrepreneurs (case studies)	
14:45 – 15:05	The INNOV-ID instrument Diogo Araújo Agência Nacional de Inovação   National Innovation Agency	
15:05 – 15:30	Coffee Break & Networking	
15:30 – 15:50	MASDE Mechanism Roberto Algarra Instituto Valenciano de la Competitividad Empresarial, Spain	
15:50 – 16:10	Microcredit for start-ups and micro-enterprises: the Friuli Venezia Giulia region legal framework Stefano Ferrando Friuli Venezia Giulia Autonomous Region, Italy	
16:10 – 16:30	Accelerator 2 Inga Beiliuniene INVEGA, Lithuania	
16:30 – 16:45	Closing Remarks	
20:00	Dinner  Restaurant Latada do Doutor  Address: Rua Câmara Pestana 32, 9000-043 Funchal  Innova-FI project partners & stakeholders only	

Time	Day 2: 29/06/2022	Location
09:30 – 12:30	<b>Workshop: Financial instruments for Covid and economic recovery</b>  <i>Co-creation workshop organized by ANI and open to Innova FI partners &amp; stakeholders only</i>	Colégio dos Jesuítas <i>Address: Rua dos Ferreiros 9000-039 Funchal</i>
12:30 – 14:00	<b>Lunch Break</b>	
14:00 – 18:00	<b>Study Visit</b> <ul style="list-style-type: none"> <li>International Business Centre of Madeira - Madeira Free Trade Zone</li> </ul> <i>Innova FI partners &amp; stakeholders only.</i>  <i>Transportation to and from the study visit location will be arranged by the organisation, returning to Funchal city centre.</i>	Zona Franca da Madeira, Canical

Time	Day 3: 30/06/2022	Location
09:30 – 11:30	<b>Innova-FI Steering committee</b> <ul style="list-style-type: none"> <li>Debrief of the 9<sup>th</sup> EoE</li> <li>Action Plans Implementation <i>Each partner should give an overview on the status of the implementation of the Action Plan</i></li> <li>Communication</li> <li>Next activities</li> <li>AOB</li> </ul> <i>Meeting open to Innova FI partners only.</i>	Colégio dos Jesuítas  <i>Address: Rua dos Ferreiros 9000-039 Funchal</i>

### 3. Session minutes

#### Day 1: Tuesday 28.06.2022

The first day of the Exchange of Experiences was organized as an Interregional Conference on Financial Instruments for Innovation. This conference was attended by both Innova-FI partners and stakeholders as well as several regional stakeholders from Madeira. A total of 57 participants attended the first day of the Exchange of Experiences.

The first part of the session was focused on the Madeira Region Experience in Financial Instruments. Participants were welcomed by Mr. Rogério Gouveia, the Regional Secretary of Finances of the Autonomous Region of Madeira.

The Innova-FI project coordinator, **Alexandre Almeida**, gave the participants an overview of the Innova-FI project, with a presentation on **Financial Instruments for Innovation and Economic Recovery**. He stressed that Financial instruments are important elements in the implementation of innovation policy and, especially, in promoting a new landscape of innovative businesses. Nevertheless, in many regions we face different issues namely, shallow equity market, conservative and expensive debt cost, unaddressed market failures and, most of all, non-innovative FI. In particular, outermost regions, like Madeira, presents additional challenges, such as

- Density;
- Stage of development of financial instruments;
- Absorption capacity;
- Interconnections;
- visibility.

These specificities imply developing a more comprehensive understanding and a tailored design.

Regarding the response to the pandemic situation, Alexandre Almeida stressed that Covid-19 disturbed and disrupted the normal functioning of the economy. Two levels of immediate response were key aimed at:

- Preventing the collapse of the economy and sustaining jobs and SMEs (avoiding the destruction of productive capacity);
- Induce a fast track action plan to create a sanitary response: producing masks, ventilators, etc

In the case of Portugal, in the post-Covid situation, the development of these special FIs faces some issues, regarding namely the durability of effects and the efficiency of the Resilience and Recovery Plan measures. Regions must make use of lessons learnt in the Covid-19 aftermath about the ease of use and access to FIs, speed, time consistency, combining short and medium term instruments.

**The Regional Innovation System and Smart Specialisation Strategy of Madeira** was presented by **Alberto Velez Grilo**, a representative of Madeira's Unit for Implementation of the Regional Smart Specialisation Strategy. Participants were able to learn about the Regional Innovation System of Madeira, its Smart Specialisation Priority Domains and the model of governance, monitorization and evaluation of regional innovation policies.

Afterwards, the external expert **Mário Rui Silva** presented the results of the study on **Financial Instruments in the Context of Ultraperipheral Regions**. His presentation was focused on the structure of Financial Instruments in the framework of Innovation and Competitiveness Policy, with an in-depth analysis of the Portuguese System of Financial Instruments, as well as Madeira's Economic and Innovative Context and an independent assessment on the use of Financial Instruments in Madeira and its challenges.

Finally, the representative of the Business Development Institute of Madeira (IDE, IP-RAM) **Raquel Silva** shared with the participants the case study of **Credit Lines for Economic Recovery in Madeira**

The afternoon session of the Interregional Conference on Financial Instruments for Innovation was focused on the sharing of Good Practices from both the Madeira region and project partner regions, with the following good practices shared:

- **Startup Madeira** – Carlos Lopes (Startup Madeira CEO), Micaela Vieira (Project Manager), Thiago Gomes (entrepreneur) and Tiago Olim (entrepreneur).

Startup Madeira is a business support organization focused on startups, and is part of the European network of business and innovation centers. Carlos Lopes and Micaela Vieira presented the activities of Startup Madeira in support of the entrepreneurial ecosystem of the island, as well as several initiatives Startup Madeira has launched in recent years, such as the acceleration program StartNOW, the Madeira Startup Retreat and the Digital Nomads Madeira Island initiative.

Thiago Gomes presented his startup project BioReboot™ which was supported by Startup Madeira through the StartNOW 2020 programme. This project is focused on the development of biomaterial from agricultural residues as an alternative to single-use plastic.

Tiago Olim presented his startup project Maracujá Experiences which focuses on innovative services to digital nomads in Madeira. This project was the winner of the StartNOW 2022 program.

- **The INNOV-ID Instrument** – Diogo Araújo (Director of Capacity Building in ANI – Portuguese National Innovation Agency)

The INNOV-ID is a venture capital instrument managed by Portugal Ventures and funded by ANI that consists of 100k€ tickets are available for investment in innovative, science-based and technological projects. The aim is to promote innovative solutions to stimulate the competitiveness of the main value chains and to give answers to societal problems, with a focus on sustainability and the green transition. Direct beneficiaries can be researchers, students and teachers, micro-enterprises and SMEs. This policy financial instrument has an annual budget expenditure up to 5 million €, depending on the quality of applications and is



focused on the support of early-stage investment in companies, namely developing prototypes, proof of concept and getting preliminary feedback from the market.

- **MASDE Mechanism** – Roberto Algarra (IVACE, Spain)

MASDE is a business support mechanism. The creation of the mechanism implies a deployment of business support actions in the short and medium term, under a co-creation model between companies and the innovation and financing ecosystems.

- **Microcredit for start-ups and micro-enterprises: the Friuli Venezia Giulia region legal framework** - Stefano Ferrando (Friuli Venezia Giulia Autonomous Region, Italy)

Stefano Ferrando presented the legal framework and governance of microcredit for start-ups and micro-enterprises in the Friuli Venezia Giulia region. Microcredit is a financial instrument aimed at those who cannot access traditional credit due to lack of collateral or due to insufficient credit history. It is not simply a small amount loan, but an integrated offer of financial and non-financial services. What distinguishes microcredit from ordinary credit is the attention to the person, which translates into welcoming, listening and supporting the beneficiaries from the pre-disbursement to the post-disbursement phase, as well as the particular attention paid to the validity and the sustainability of the business project.

- **Accelerator 2** - Inga Beiliuniene (INVEGA, Lithuania)

Inga Beiliuniene presented the instrument Accelerator 2, a venture capital instrument that aims to stimulate innovation by investing in startups and micro and small enterprises. The Accelerator 2 instrument includes:

- Pre-acceleration activities for generating ideas and forming teams (e.g. hackathons). It also includes grants to the selected programme participants.
- Acceleration programmes for micro and small enterprises, and initial capital investments.
- Seed investments.

## Day 2: Wednesday 29.06.2022

### Workshop Financial Instruments for Covid and economic recovery

On the second day of the EoE, project partners and stakeholders took part on the workshop 'Financial Instruments for Covid and economic recovery'. This workshop was organized and facilitated by ANI's team.

The session aimed at using co-creation methodologies to brainstorm on how to use Financial Instruments for recovery in response to emergency situations. The aim was to capitalize on learnings from the covid crisis in the partner regions and to ideate on how to build new FIs in this context. The main objective of this exercise was to provide knowledge and supporting instruments to the partners to help their MA and intermediary bodies to design the new programmes, taking into account the experience of the covid recovery measure and the overall economic deviation.

Participants were divided into three groups with a facilitator each, and asked to fill out four exercises.

#### Exercise 1: Empathize

- Aim: Analyse the main challenge ("**How might we use financial instruments to help firms in emergency situations?**") through the perspective of an end-user:
  - *Who are they? (Name, age, occupation, etc)*
  - *What are their goals?*
  - *What are their motivations? What are their frustrations/challenges?*
  - *What are their needs?*
- Tool: Persona tool

**Persona** ⌚ 20

**PHOTO**  
draw your persona here

**NAME**

**OCCUPATION**

**DESCRIPTION**  
What type of person is it? Describe the most prominent differentiation

**WHO AM I?**  
AGE  
BACKGROUND (academic or professional)

**GOALS**

**NEEDS**

**MOTIVATIONS**  
What makes this persona happy when using the service?

**FRUSTRATIONS**  
What prevents this persona from using the service?

Figure 1. Persona Tool Template

## Exercise 2: (Re)Defining the Problem

- Aim: Break down the larger challenge up into smaller actionable pieces, looking for aspects of the statement to complete the sentence, “*How might we...*?”
  - Step 1: Brainstorm smaller challenges taking into consideration the persona – how might we... help the end user reach their goals? ...fulfill their needs? ...overcome their challenges?
  - Step 2: Participants discuss the challenges and vote to select the two challenges they want to tackle
  - Step 3: Starting to ideate – for each of the selected challenges, participants brainstorm possible solutions
- Tool: *How might we...*?

Define the problem

⌚ '40

Challenges	Solutions
How might we...	
How might we...	
How might we...	
How might we...	

Figure 2. *How might we...?* Tool Template

### Exercise 3: Ideation

- Aim: Discuss obstacles to the implementation of solutions & assess the impact vs. effort of solutions.
  - Step 1: For each solution on the canvas, participants discuss what are the main obstacles to its implementation.
  - Step 2: Taking into account the results from the previous exercises, participants rank each solution regarding its potential impact (low to high) and the effort it would take to adopt the solution (low to high).
- Tool: Ideation Board

## Ideation

'25

Solutions	Obstacles	Impact Rank	Effort Rank

Figure 3. Ideation Board Tool Template

#### Exercise 4: Defining priorities

- Aim: Visualize the priorities defined among the proposed solutions, taking into consideration the impact / effort each one would take.
  - Participants fill out the impact/effort matrix according to the rankings defined in the previous exercise.
- Tool: Impact/Effort Matrix

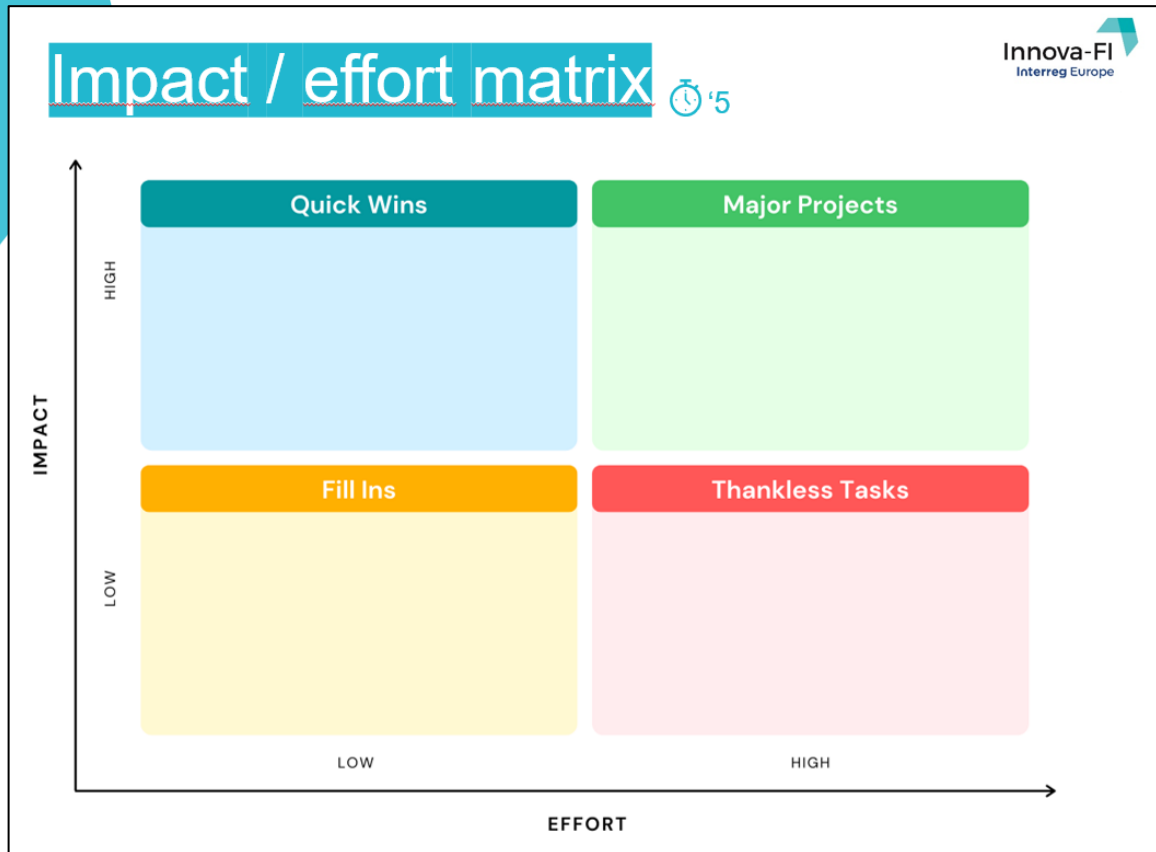


Figure 4. Impact/Effort Matrix Tool Template

The exercises took place during the three hours of the workshop, and all groups presented their results in the end. The results of the exercises taken by the three groups are included in Annex 1.

### Study-Visit International Free Trade Zone of Madeira

In the afternoon of the 2<sup>nd</sup> day of the EoE, project partners and stakeholders visited the Free Trade Zone of Madeira and its International Business Center in Caniçal. Filipe Teixeira, the Executive Director of the entity that manages the Free Trade Zone (S.D.M. - Sociedade de Desenvolvimento da Madeira, S.A.) presented the main figures of the FTZ, as well as the conditions the International Business Centre offers to make this ultraperipheral location competitive in the global markets.

Afterwards, participants visited two industrial companies located in the International Business Center of Madeira – Blandy's and Insular.



Figure 5. Study Visit

## Consortium Innova-FI





## ANNEX 1

# Workshop Results

# Persona

🕒 '20

## PHOTO

draw your persona here



## NAME

MARCO

## OCCUPATION

Owner of cafeteria/gallery

## DESCRIPTION

What type of person is it? Describe the most prominent differentiation

Middle age person, an artist with business skills, likes travelling, fan of social media  
Two employees (art students) serving the clients

## WHO AM I?

AGE

41

BACKGROUND

(academic or professional)

High education in Arts;  
~~worked in gallery~~

## GOALS

- make the cafeteria as a hub for local artists to
- ~~sell his~~ be free

## MOTIVATIONS

What makes this persona happy when using the service?

- flexibility in adjusting the terms of loan
- to be able to pay a & salaries to his employees

## FRUSTRATIONS

What prevents this persona from using the service?

- too complex, not easy to use
- afraid of not being able to pay back loan
- doesn't trust financial banks (he knows has limited knowledge in financial institutions)

## NEEDS

- money to survive
- loan with 12 months grace period
- to invest in a take-away (delivery) solution
- coffee with a twist

FEEL FREE LOVE PHILOSOPHER

# Define the problem



Challenges	Solutions
<p>How might we...</p> <p>TO OVERCOME LACK OF TRUST IN BANKS</p>	<p>A USER-FRIENDLY COMMUNICATION</p>
<p>How might we...</p> <p><del>TO</del> AVOID LONG AND <del>BE</del> COMPLICATED BEUROCRATIC PROCEDURES</p>	<p>NO BUSINESS PLAN OR SIMPLIFIED BUSINESS PLAN</p> <p>SHORTER DECISION MAKING PERIOD (IN 24 H)</p> <p>TEMPLATES FOR DOCS <del>TO</del> AND HELP-DESK (<del>EG</del> CHATBOX)</p>



# Define the problem



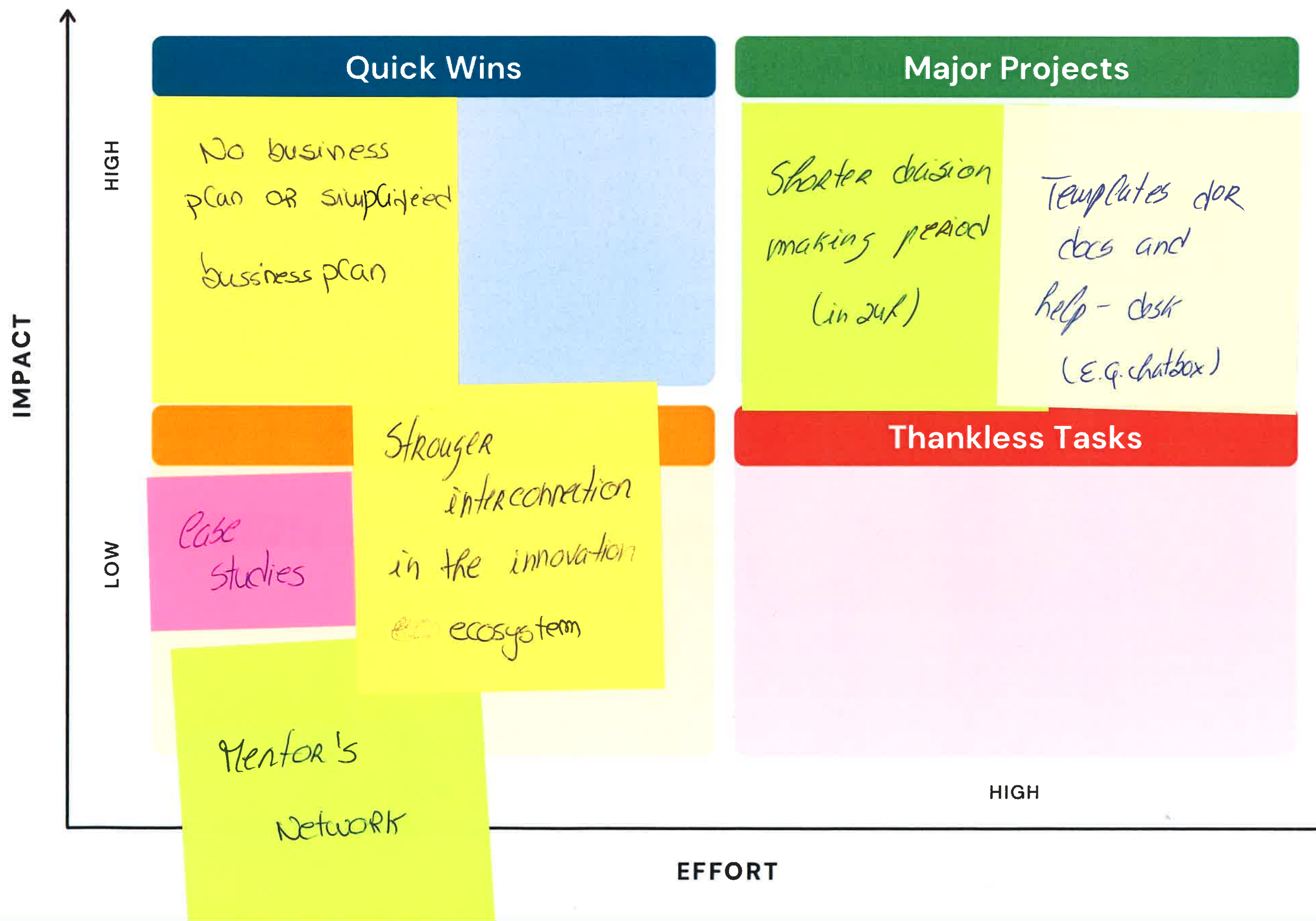
Challenges	Solutions
How might we...  PROVIDE SUPPORT TO FIND/ TUNING A BUSINESS MODEL	CASE STUDIES  STRONGER INTERCONNECTION IN THE INNOVATION ECOSYSTEM  MENTORS' NETWORK
How might we...  LOWER THE <del>GUARANTEE</del> COLLATERAL REQUIREMENTS	STATE GUARANTEES OR LOAN WITHOUT COLLATERAL INSTRUMENT

Solutions	Obstacles	Impact Rank	Effort Rank
No business plan OR simplified business	NEED FOR LOTS OF INFO FOR THE FINANCIAL PROVIDER	HIGH	LOW
Shorter decision making period (in 2025)	N <sup>2</sup> PAX THAT HAVE THEIR SAY IN THE DECISION (LONG DECISION CHAINS)	HIGH	HIGH
Templates for docs and helpdesk (E.g. chatbox)	OVER BUREOCRACY TOO MANY/ COMPLICATED AUTHORIZATION PROCESS	HIGH	HIGH
	LACK OF HR LACK OF INVESTMENTS IN AI	HIGH	HIGH



Solutions	Obstacles	Impact Rank	Effort Rank
Case Studies	GDPR COMPLIANCE	Low	Low
Stronger interconnection in the (innovation) ecosystem	<p>LOW LEVEL OF KNOWLEDGE OF THE ECOSYSTEM PLAYERS &amp; THEIR OFFER</p> <p>CRITICAL MASS X SECTOR/INDUSTRY P</p> <p>SHD NOTIFICATION BETWEEN ACTORS</p> <p>LOW LEVEL OF TRUST COOPERATION</p>	MEDIUM	Low
Mentor's network	<p>PROPER PEOPLE WILLING TO OFFER THEIR TIME FOR FREE</p> <p>ORGANIZE THE PROCESS (MATCHING, CHECK PROGRESS...)</p>	HIGH	Low

# Impact / effort matrix





# Persona

🕒 '20

## PHOTO

draw your persona here



## NAME

ELENIZ Papadopolou

## OCCUPATION

OWNER OF MICO TOURISM ENTERPRISE

## DESCRIPTION

What type of person is it? Describe the most prominent differentiation

- Mother of 2 children
- Divorced **CREATIVE**
- Previously worked in Art Gallery
- Mortgage issue

## WHO AM I?

AGE **45**

## BACKGROUND

(academic or professional)

- Bachelor Degree in Arts
- Inherited family business

## GOALS

- keep the business running
- pay the loans / keep employees
- Support the family

## MOTIVATIONS

What makes this persona happy when using the service?

- ✓ easy to understand
- ✓ accessible
- ✓ less bureaucracy
- ✓ quick process

## FRUSTRATIONS

What prevents this persona from using the service?

- ✗ long process
- ✗ complexity
- ✗ lack of information & support
- ✗ formalities / bureaucracy

## NEEDS

- ✿ Training (mentoring)
- ✿ Professional assistance
- ✿ Funding
- ✿ Equipment
- ✿ Empathetic ecosystem



# Define the problem



Challenges	Solutions
<p>How might we...</p> <p>combine financial Instruments with social aspects?</p>	<p>Vouchers for social needs.</p> <p>Create a financial instrument combining it with a grant for social aspects (<u>SIB</u>)</p>
<p>How might we...</p> <p>provide business training to micro enterprises?</p>	<p>online courses &amp; webinars</p> <p>individual mentoring</p>

# Ideation

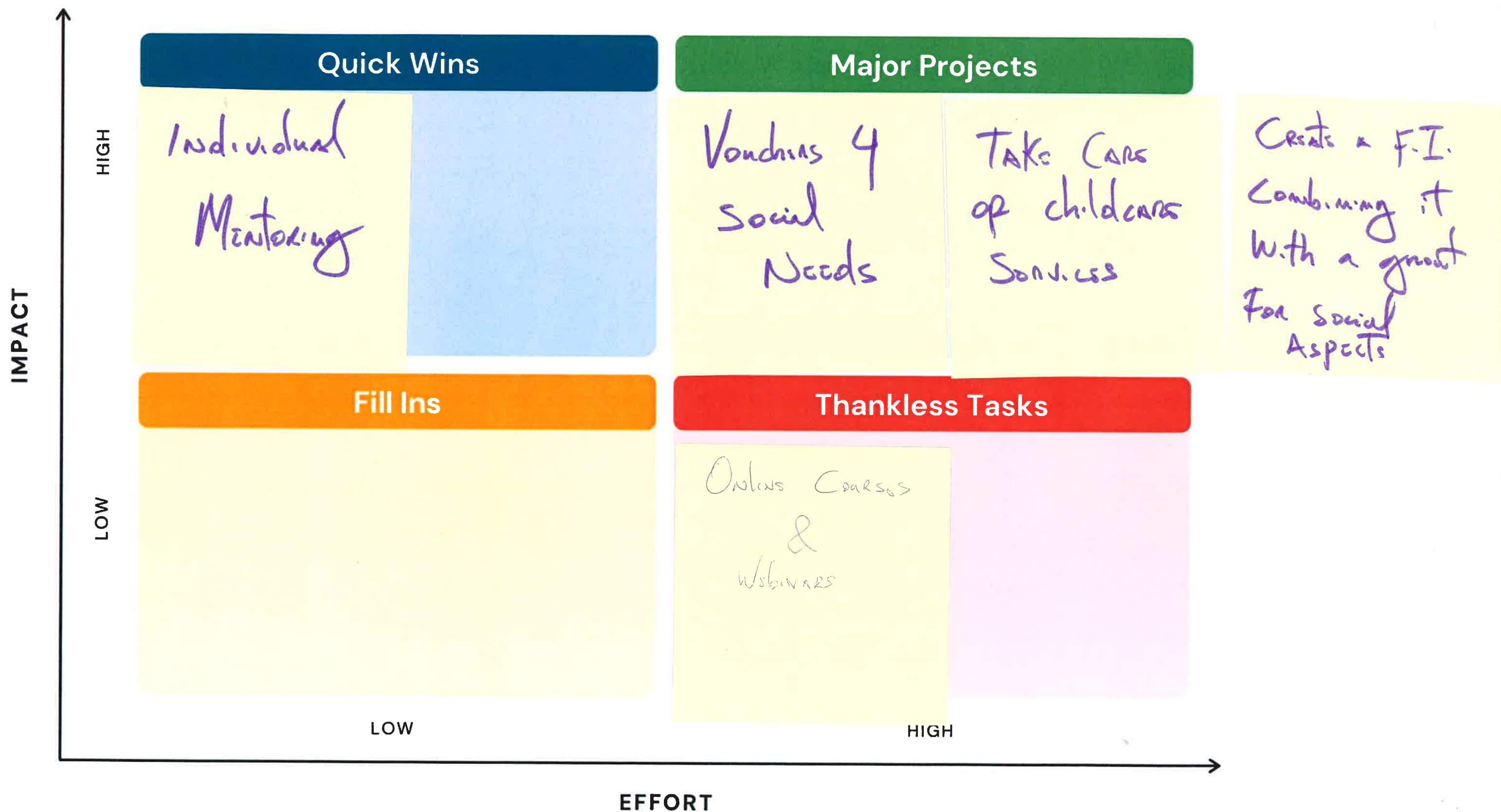


Solutions	Obstacles	Impact Rank	Effort Rank
Take care of Children's Services (reimbursement)	Free riders Difficult to find providers in certain areas	High	High
Vouchers For Social Needs	Administrative Process  • eligibility check • service providers • complex process • Accountability	High	High
Individual Monitoring	• have good mentors on-board • timely process • Difficult to measure & value.	High	Low



Solutions	Obstacles	Impact Rank	Effort Rank
<p>Create a F.I. Combining it with a Grant for Social Aspects</p>	<ul style="list-style-type: none"> <li>• complicated</li> <li>• depends on skills of financial <del>intermediary</del> intermediary</li> </ul>	High	High
<p>Online Courses &amp; Webinars</p>	<p>engage end-users &amp; keep their interest</p> <p>Address the specific training needs</p>	Low	High
	<ul style="list-style-type: none"> <li>• Quality of training</li> <li>• Less interaction</li> </ul>		

# Impact / effort matrix





# Persona

🕒 '20

## PHOTO

draw your persona here



## NAME

JOSEPHINE

## OCCUPATION

SMALL BUSINESS OWNER

## DESCRIPTION

What type of person is it? Describe the most prominent differentiation

- WOMAN
- DIVORCED
- TWO CHILDREN
- LIVES IN MADEIRA

## WHO AM I?

AGE 40

## BACKGROUND

(academic or professional)

- RESTAURANT OWNER
- OPENING A SECOND
- CHEF COURSE (TOURISM)

## GOALS

OWNING A SUCCESSFUL  
RESTAURANT CHAIN

## NEEDS

- LIQUIDITY
- SUSPENSION OF  
LOANS
- FUNDING (RECOVERY)
- CREDIT RENEGOTIATION
- SUPPORT & INFORMATION
- SIMPLE & AGILE

## MOTIVATIONS

What makes this persona happy when using the service?

- NEED TO RETHINK  
BUSINESS MODEL

## FRUSTRATIONS

What prevents this persona from using the service?

- UNABLE TO CONTINUE  
WITH BUSINESS AS  
USUALLY.



# Define the problem

⌚ '40

Challenges	Solutions
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How might we...

LESS  
BUREAUCRACY  
IN ADMINISTRATION  
PROCEDURES

HOW MIGHT  
WE REDUCE  
BUREAUCRACY  
WHILE MANAGING  
RISK?

LONGTERM SOLUTIONS  
→ training scheme  
for entrepreneurs  
(Josephine) about how  
to re-define a business  
model (organized  
by BSO with other  
companies that already  
done it - showcasing)

HOW MIGHT  
WE PROVIDE  
EFFECTIVE  
ASSISTANCE  
CLOSE TO USERS?

How might we  
create a USEFUL  
supporting  
program for  
small companies  
affected with  
COVID?

SOME HELP  
WITH REORIENTATION  
OF HER BUSINESS  
MODEL AND  
BUSINESS PLAN

TRAINING & CONSULTANCY

LONG TERM

→ creation of  
a guidebook/web-  
inar about possible  
solutions of COVID-

CONSULTANCY  
& BUREAUCRACY  
EMERGENCY

MAKE IT EASY  
TO RENEGOCIATE  
LOANS AND SUBSIDIES

CONSULTANCY  
LONG TERM

HELP AT A SECTORIAL  
LEVEL WITH THEIR  
BUSINESS PLANS

- involvement  
of professional  
associations  
(economic and  
academic ones)

FAST TRACK  
PROGRAM  
INVOLVING  
BANKS, BUSINESS  
ASSOCIATIONS &

2



# Define the problem '40

Challenges		Solutions	
<p>How might we...</p> <p>How might we distribute the information about funding possibilities for companies affected with Covid?</p> <p>How might we work with business associations to support &amp; inform business owners?</p>	<p>- who I have to ask?</p> <p>- which documents are necessary?</p> <p>- <del>showing</del></p> <p>- what time it does it take?</p>	<p>- what amount can I request?</p> <p>-</p>	<p>IN EMERGENCY</p> <p>- DEDICATED CALL CENTER</p> <hr/> <p>AFTER EMERGENCY</p> <p>- INVOLVE INSTITUTIONAL OFFICE <del>THE</del> IN THE AREA TO PROVIDE INFORMATION, AND ASSISTANCE</p>
<p>How might we...</p> <p>How might we work with exp. (employees) liquidity?</p>	<p><u>LIQUIDITY EMERGENCY</u></p> <p>GARANTY SCHEMES REDUCING RISK FOR LOANS &amp; INVESTORS</p> <p><u>LIQUIDITY</u></p> <p>Public Banks give loan for liquidity with a period of not <sup>without COLLATERAL</sup> <del>in</del> <sup>2 years</sup></p>	<p>SOME SUBSIDIES OR HELP WITH EMPLOYEES</p> <p><u>COVID SOLUTION</u></p> <p><u>LIQUIDITY</u></p> <p>→ tax incentives</p> <p>→ room rental and social exp. incentives</p> <p>- co-financed by public money</p>	<p>- loans to cover operative <del>expenses</del> costs</p> <p>- long-term loans</p> <p>- conversion loans to grants</p> <p>- facilitated loans (public loans / public guarantees)</p>



# Define the problem



Challenges	Solutions
<p>How might we...</p> <p>WHO CONTACT. HOW TO BE INTRODUCED TO BANK — o — HOW TO KNOW THE TOOLS</p> <p>HOW MIGHT WE USE/ MOTIVATE BANKS TO PROVIDE ASSISTANCE TO USERS IN NEED</p> <p>How might we assist companies in renegotiating loan terms?</p>	<p>PROFESSIONAL HELP IN NEGOTIATION WITH BANKS</p>
<p>How might we...</p> <p>How might we define simple funding scheme for non-financial company owners?</p> <p>HOW MIGHT WE PROVIDE SIMPLE &amp; AGILE SOLUTIONS?</p>	<p>LONGTERM → dedicated consultant in BSO <del>to</del> <del>offer</del> offering support in terms of knowledge about possible finance and new business model</p> <p>INVOLVE BUSINESS ASSOCIATIONS &amp; BUSINESS SCHOOLS TO PREPARE <sup>TRAINING</sup> MATERIAL</p>



# Ideation



Solutions	Obstacles	Impact Rank	Effort Rank
<p>① Voucher for hiring experts for capacity building for credit negotiation</p>	<p>VOUCHERS SHOULD BE AWARDED AFTER A SIMPLE ONLINE APPLICATION; SHOULD BE DIGITAL; EXPERTS SHOULD BE RECOGNISED BY A PROFESSIONAL OR BUSINESS ASSOCIATION. ONLINE MOC WITH TOP EXPERTS, WHERE BUSINESS OWNERS MAY GET A CERTIFICATION AFTER TAKING ONLINE TRAINING</p>	medium	medium low
<p>② Provide training material/programme prepared by Business Assoc. Business School showcasing guidebook of about possible solutions for covid-caused problems</p>		HIGH	medium low
		medium low	Low

# Ideation

⌚ '25

Solutions	Obstacles	Impact Rank	Effort Rank
<p>④</p> <p>FAST TRACK PROGRAM (ONLINE) involving banks, public BSOs &amp; Administrations</p> <p>DIGITALIZATION OF THE PROCESS</p> <p>ONE-STOP SHOP FOR FIS</p>	<p>— who is responsible for selecting business projects?</p> <p>— how credit risks are combined? (banks/public/associations)</p> <p>INABILITY TO USE AND SOME COMPUTER APPLICATION</p>	HIGH	HIGH
		High	High
<p>⑤</p> <p><u>LIQUIDITY EMERGENCY</u></p> <p>LOANS WITHOUT COLLATERAL AND GRACE RETURN PERIOD FOR CAPITAL</p>	<p><u>Emergency</u></p> <p>create guarantee schemes (secured by public funding) to renegotiate loans from short term to long term</p> <p><u>Emergency</u></p> <p>Liquidity loan backed by public funds</p>	High	High



Solutions	Obstacles	Impact Rank	Effort Rank
<p><u>LONG TERM FINANCIAL ACTION</u></p> <p>CREATE A GUARANTY FUND FOR LONG TERM FINANCING FOR STRATEGIC &amp; RESILIENCE INVESTMENTS (NATIONAL LEVEL)</p>	<p>LIQUIDITY &amp; INVESTMENT LOAN TERM</p> <p>GUARANTY SCHEMES FOR LOANS WITH DEEP ANALYSIS OF SUCCESS VARIABLES TALENT, DIGITAL, ETC</p>	High	High
<p><u>LONG TERM FINANCIAL SOLUTIONS</u></p> <p>COOPERATION AMONG STAKEHOLDERS OF THE SECTOR, TO IMPROVE STRATEGIC PLANING IN COMPANIES AND SECTORS,</p>		High	High
<p>TAX INCENTIVES FOR INVESTORS</p>		High	High

# Impact / effort matrix

