YOUNG AND INNOVATIVE: HOW TO HELP YOUNG ENTREPRENEURS BE MORE INNOVATIVE?

DESIGN OPTIONS PAPER

This project has received funding from the *European Union's Horizon 2020 research and innovation programme* under the grant agreement Np. 713810

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Chapter 1. Introduction

1.1. Justification for the creation of the document

Young and Innovative entrepreneurs

This document is the result of the project "Young and Innovative - how to help young entrepreneurs to be more innovative." The objective of the project was to develop recommendations to improve the innovativeness support systems amongst young entrepreneurs (up to 30 years of age) which are used by specialized business environment organizations (e.g. innovation agencies) with the application of the Advanced Twinning method and their dissemination in the EU states.

The project consortium

Four specialized business environment organizations from Poland, Slovenia and Hungary are involved in the implementation of the project:

Bydgoszcz Regional Development Agency (Partner) – POLAND – is a municipal company and business support organization whose main goals are:

- conducting activities that support the development of entrepreneurship in the region,
- attracting new investments and facilitate the creation of new workplaces.

BRDA cooperates closely with enterprises, research and academic organizations, local and central administration, facilitating contacts between them and helping them to utilize the local economic potential in the best possible way. We also cooperate with companies and business organizations in the area of trainings, workshops as well as promotion and stimulation of entrepreneurial attitude in the region. BRDA keeps also close relationships with all branches of the local market, from which the most important are: programming and ICT services, information processing, automotive industry; tools, molds and plastic products.

Central Transdanubian Regional Innovation Agency (Partner) – HUNGARY – during the past 10 years CTRIA greatly contributed to turning Central Transdanubia into a region of outstanding innovation activities. The overall goal of CTRIA is to develop the network cooperation of regional innovators and stakeholders. According to the basic philosophy the agency's activities are constantly shaped according to the directives from both the demand and supply side of innovation. Through our domestic and international projects we enlarged our expert knowledge and we acquired social capital and provide accessibility to international networks for the region's innovators and small and medium-sized enterprises.

Technology Park of Ljubljana (Partner) – **SLOVENIA** – is a leading national stakeholder for development of innovative and knowledge based entrepreneurship in Slovenia providing business talents and companies a comprehensive business support, including examination of business

initiatives, business and technology consultancy, as well as the search for business and strategic partners. TPLD community units 300 member companies. Since TPLD acts as an innovation hub, one of its most important roles is to support talents with specialised support services, coaching, and access to funding as well as to act as a bridge between SMEs and big companies which identifies start-ups with a strategic match.

Torun Regional Development Agency (Leader) – POLAND – since 1995 has actively supported local enterprises (mainly SMEs) and thus affects the economic development of the Kuyavian and Pomeranian (K&P) region. It was established by regional and local authorities. Currently TRDA is the biggest business support organization in K&P province and one of the strongest agencies in Poland. It cooperates with the Ministry of Development. The agency takes part in various set of events and consultations especially concerning SME support. TRDA is an intermediary body for implementing OP Innovative Economy (ERDF) implemented by Polish Agency for Enterprise Development (government agency).

Source of project financing

The project was financed from the resources of Horizon 2020 programme within the INNOSUP 5 scheme: peer learning for innovation agencies.

DOP object and target group

The object of this study are recommendations worked out for decision-makers responsible for the creation of policies to support innovation and specialized business environment organizations .

Recommendations

The basis to develop recommendations in the field of innovation support system improvement amongst young entrepreneurs were on the one hand the results of the taken inventory of currently available services and programmes, and project partners own experience gained when providing services of a pro-innovation nature and implementing other projects.

1.2. The structure of the document

The authors of this study intended it to fulfil the role of a guide, and even to serve as an instrument to be used so as to analyze and develop the services provided, primarily, those of pro-innovative nature whose recipients are to be firstly young entrepreneurs, as well as, to implement new ones.

Chapter 2 contains information on the current state of the innovation support system in the states of partners origin.

Chapter 3 contains the description of the target group for the innovation support system and pro-innovation services for young entrepreneurs (aged up to 30), along with the results and conclusions, arising from the comparative analysis of instruments and services taken into consideration in the

inventory report drawn up within the project. In the summary of this part of the document, there is a specification of general and specific issues defined on the basis, coming from the conclusions of the aforementioned comparative analysis and those developed during partner meetings.

Chapter 4 contains recommendations worked out during the project meetings, which are a response to the issues identified in Chapter 3.

The following are also attached to the document:

• a specification of recommended literature related to the subject of the project

• bibliography

• a detailed description of the Twinning Advance methodology

• inventory report.

1.3 Twinning Advanced Methodology and project implementation scheme

Twinning Advanced (Twinning +)[1]

Twinning Advanced is an extension of the original IPF twinning method. It is not limited to transferring good practices among agencies, but it provides opportunity to the design and implementation of better practices. The basic idea of Twinning Advanced is to have innovation support organizations collaboratively address a common innovation support challenge. By using their collective experience and knowledge, the idea is to develop and test an approach to address the support challenge in a new and better way. The result of the effort is documented in a Design Option Paper that identifies and documents the implementation options, guidelines and implementation alternatives that the partners in the challenge have experienced and would recommend an agency which is interested in implementing the proposed better practice.

Project implementation scheme

The project was divided into 3 main phases:

1. Drawing up the inventory report

The first step towards achieving the objective of the project was the inventory of innovation support instruments, used by the project partners and other business environment organizations in their regions. A special template was created for the purpose of this task, which allowed to collect detailed information on the pro-innovation services provided by regional BEOs. The tool facilitated the retrieval of data related to:

- groups of receivers,
- ways of promotion and communication with receivers,

[1] Twinning Advanced (Twinning +), s. 2-3, https://ec.europa.eu/easme/sites/easme-site/files/Paper-Twinning-advanced-methodology.pdf

- topics covered by services,
- ways to provide services,
- requirements for staff qualifications,
- necessary technical infrastructure,
- fees,
- efficiency.

Based on the information obtained, the comparative analysis of services in relation to particular aspects was carried out, which became the ground for defining general topics (general issues), representing a starting point for discussion at the meetings of partners (*peer learning*).

2. Peer learning

While implementing the project, a total of 4 meetings were held, each partner was responsible for the preparation of one meeting.

The project kick-off meeting took place in Bydgoszcz between 14th and 15th June 2016. The subject of the discussion related to the first conclusions, arising from the inventory of instruments and pro-innovation services conducted at that time. The partners also had the opportunity to become familiar with the working methods of the Bydgoszcz Regional Development Agency, services provided thereby and the services of BRDA external partners, also acting to support innovation in the target group of the project. The participants of the meeting also took part in workshops led by the coordinator of two Warsaw University Entrepreneurship Incubators, Mr Mateusz Lebiedziński, whose aim was to assure better becoming familiar with the problems faced by entrepreneurs while implementing innovation and providing services with a high level of innovation.

The next meeting took place in Hungary between 22nd and 23rd August 2016. Its participants had the opportunity to see the activities of CTRIA at the place the services were provided. During the meeting, general problems indicated in the inventory report were discussed which resulted in working up specific problems (system ones and those directly related to specialized business environment organizations). The discussion on the definition of innovation, which was to be applied to the target group made up an important part of the meeting. In addition, the partners also had the opportunity to participate in workshops conducted by the coordinator of the information technology cluster from Hungary, holder of a silver badge of excellence. The workshop's topic showed the ways to support and co-operate with young entrepreneurs as applied by the cluster.

The third meeting was held at the Technological Park of Ljubljana from 26th to 27th September 2016. The partners studied the methods used by the Park while collaborating with young entrepreneurs, the services provided by the Park and the projects completed. At the meeting, the discussion was focused, among other things, on the specific problems explicitly described at the previous meeting whose direct

result were recommendations how to improve the system of innovation support amongst young entrepreneurs addressed to decision-makers responsible for the formation of pro-innovation policies, as well as, guidelines to specialized business environment organizations with innovation agencies at the leadership. To match better the final recommendations to the needs of the target group (entrepreneurs aged up to 30), its characteristics were discussed also at the meeting.

The leader of the consortium, or else Torun Regional Development Agency SA was the host of the latest meeting. It was held from 8th to 9th November 2016 in Torun Technological Park, which is managed by the Agency. The main point of the meeting was a conference which, besides the partners, was attended by decision-makers, responsible for the creation of innovation policy in the Kuyavian and Pomeranian Region and representatives of specialized business environment organizations from Kuyavian and Pomeranian Region. At the conference, the recommendations drawn up were presented for the first time to the public along with this document. It also contributed to a general discussion on the functioning systems and innovation support instruments to be used for young entrepreneurs. In addition, the partners were acquainted with the working methods of TRDA, which are used for young entrepreneurs (including a visit to the accelerator Smart Space) and the projects implemented by TRDA and entities cooperating therewith whose customers are entrepreneurs from the group of SMEs, including those from the target group of the Young and Innovative Entrepreneurs Project. The latest meeting was preceded by drawing up this document.

3. Dissemination of DOP and project results

Once the substantial operations completed, the partners started to disseminate DOP, presenting the project results achieved.

1.4 Glossary of Terms

The following table presents the definitions of notions most significant for this study.

Table 1. Definitions of notions

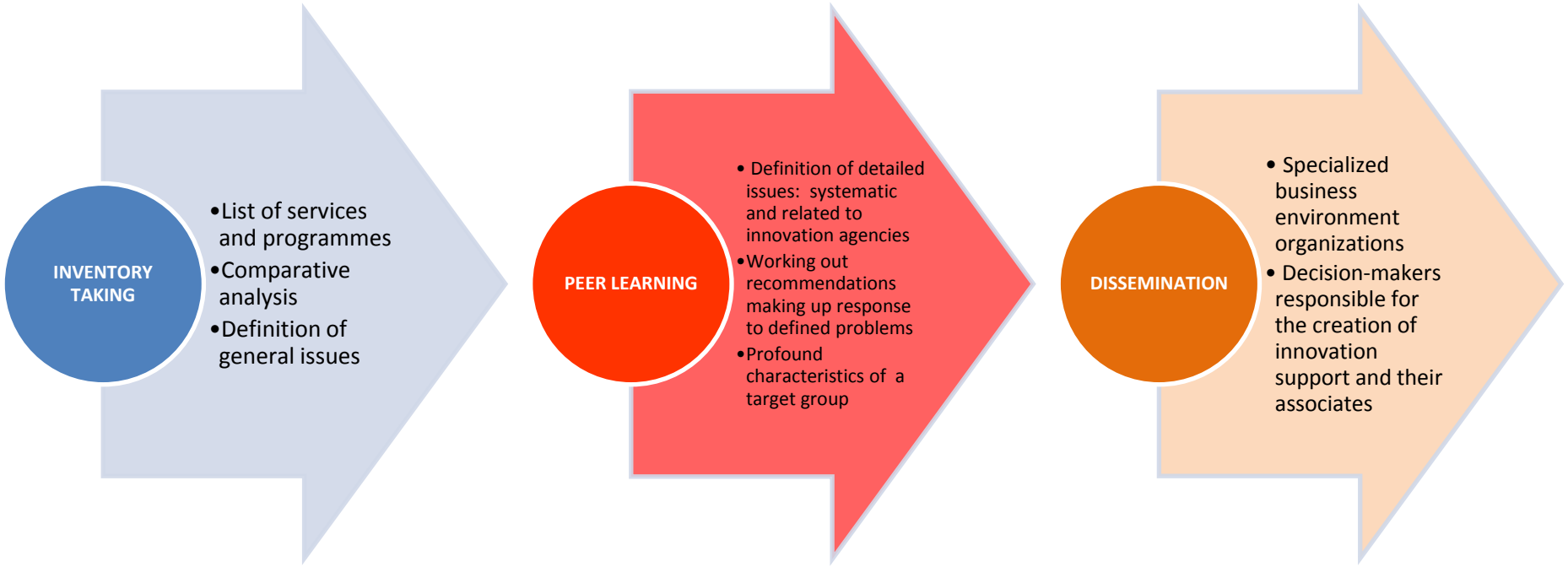
The concept	Notion explanation / context of application
Young entrepreneurs[2]	Those running business, aged below 30

[2] Youth entrepreneurship in Europe: valued, attitudes, policies

The concept	Notion explanation / context of application
Innovation[3]	Launching of a new or significantly improved product (goods or services) or a process, a new marketing method or a new organizational method in business practice, workplace organization or relations with the environment. It is assumed that the minimum requirement for an innovation is for the product, process, marketing method or organizational method to be new (or significantly improved) to the company. Products, processes and methods that a company has developed as the first, and those that have been assimilated from other companies or entities are to be included here.
Innovation support system	All public and private organizations including: • decision-makers responsible for the creation of pro-innovation support policies (authorities) and entities related to the decision-makers (e.g. specialized government agencies) • units of R&D sector (public universities and private research institutes, independent laboratories, e.t.c.) • specialized business environment organizations (def. - see below) • entrepreneurs whose aim is to stimulate and support innovation and launch the same
Specialized business environment organizations	Innovation system organizations are those, whose mission is to support entrepreneurs while launching innovation by providing pro-innovation services. In their business, these entities deal with the promotion of innovation as an effective instrument of company development, including business education in the implementation of innovation and innovation management. So understood group of specialized business environment organizations includes among other things: innovation agencies, technological parks, development agencies, business incubators and accelerators (in particular technological ones), etc.
Decision- makers responsible for policies to promote innovation	They are entities whose task is to develop grounds and conditions to create an environment favourable for the development of business based on innovation and to supervise the functioning of the whole system of innovation at their level.
Affiliates of decision-makers responsible for policies to promote innovation	As commissioned by decision-makers, these specialized entities carry out the guidelines of innovation policy.
Pro-innovation service[4]	All measures, serving to develop the enterprises by improving the existing technological process or the implementation of a new process, product or service.

[3] The measurement of scientific and technical activities. Oslo Manual - Guidelines for Collecting and Interpreting Innovation Data
[4] Construction of pro-innovation service package in technology transfer centres

Figure. 1. Scheme of project implementation



Source: Own paper

Charter 2. Diagnosis

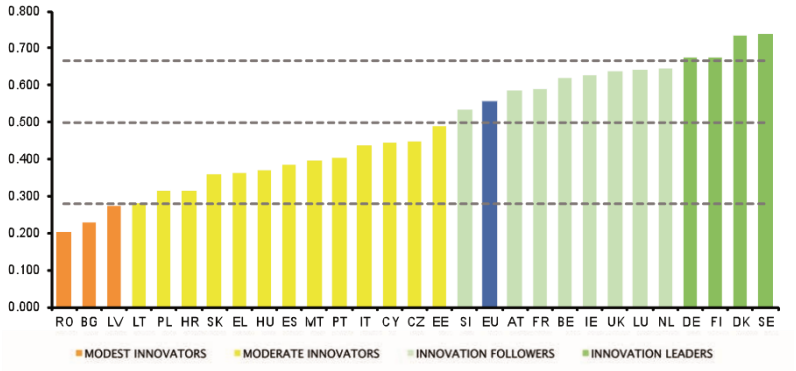
2.1 Innovation support system

Greater and greater competitive pressure on behalf of the so-called Developing States causes, that it is possible to maintain the competitive prevalence of enterprises and regions of the old continent only in the case of permanent improvement of products, manufacturing processes and manners of organisation. That is just for this reason, that innovativeness is indicated as the key factor of social and economic development in the most important strategical documents of the European Union, such as „Strategy Europe 2020”[5,6].

While implementing the assumptions of Europe 2020 strategy, enterprises from SMEs play a crucial role, on the one hand, making up the main mass of all enterprises, impressing the general economic increase, on the other hand, creating stable working places. At the same time, the enterprises from this group still remain relatively little innovative by which they are less competitive on their own internal market and in comparison with partners from other states.

This negative trend is in particular noticeable with reference to the states which joined the European Union in 2004 and later. As is shown by „Innovation Union Scoreboard 2015” none of the states is included into the group of the *innovation leaders*. Only Slovenia is in the *followers group*, but the innovation level is still lower than the European Union average.

Chart 1: Level of innovation in EU states



The results of research run by Polish Agency for Enterprise Development indicates not only a large distance which divides “new” states from the “old” European Union States, but also the differences which occur between the project Partners, which for many years have been featured by similiar centrally managed economies.

[5] Regional Innovation Systems in Poland, Polish Agency of Enterpreneurship Development, 2013. p. 29
[6] Europe 2020” – Strategy for inteligent and sustainable development fostering the social inclusion, Communicate of the European Comission, COM(2010)2020, final version, Brussels, 3rd March 2010

Chart 2. General share of enterprises and innovativeness (2012)

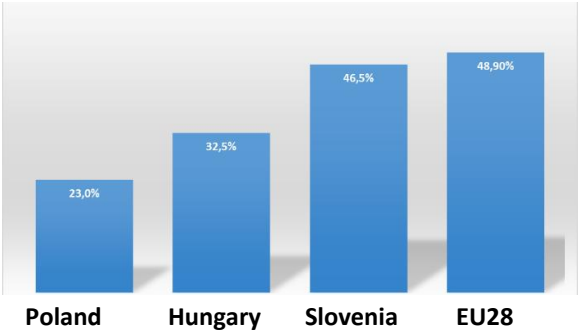
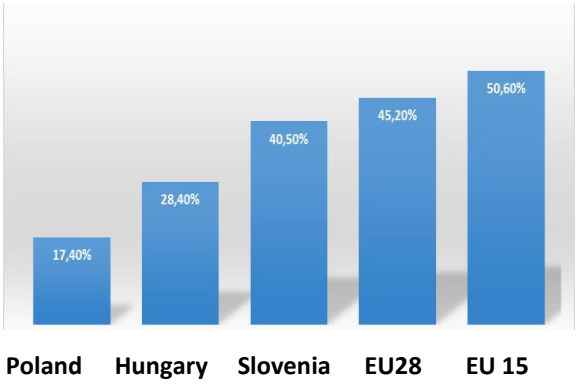
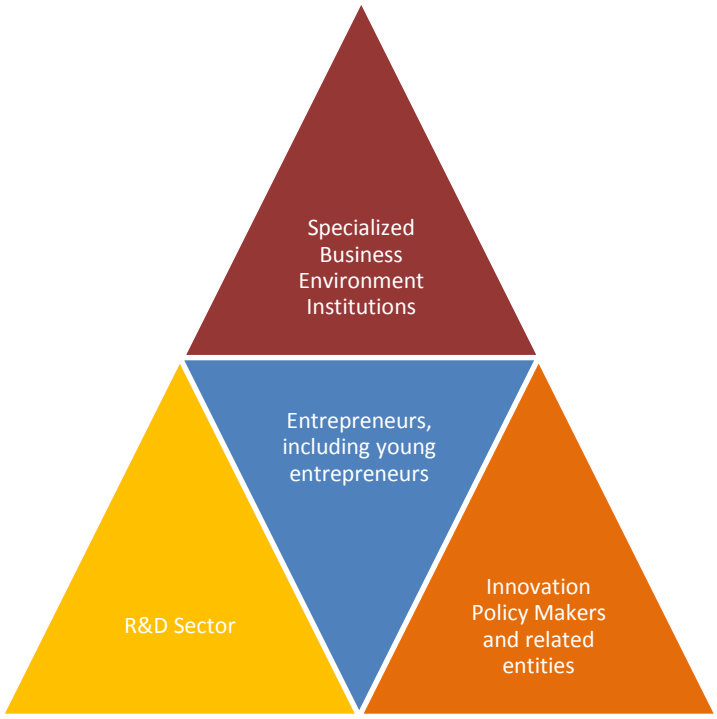


Chart 3. Total innovations– SMEs sector



These disadvantageous trends may be changed by an efficiently functioning innovation support system.

Figure 2. Actors of innovation support system



Source: own paper

As results from the above figure, the system of innovativeness support both at the national level and at the regional or even local level is created on principle by four main groups of entities:

- **entrepreneurs** who are in the centre of the system, as they are responsible for introducing, drawing up and final launching of the innovation. Amongst them, a particular group is made up by young entrepreneurs, who are frequently prone to take up a larger risk. At the same time, running a business in a closely defined economic environment in the process of innovation launching, they are frequently dependent upon the remaining entities which together make up the system,
- **public sector,** to which, depending on the level, we include regional or local authorities and their associates such as specialized agencies, offices etc. The public sector is most frequently responsible for forming and introduction of innovation support policy at its level (in the case of authorities also at lower levels) and also instruments which make up operating tools to implement the guidelines of the policy. Amongst such instruments, first of all, strategic documents shall be mentioned (for instance, regional innovation strategies included), but also for instance, financial instruments, such as funds made available through the intermediary of dependent units (for instance the above- mentioned agencies).

- **R+D sector,** which besides entrepreneurs, plays a crucial role in the substantial fields related to the innovation introduction. The energetic activity of the entities of this sector in the innovation system leads to knowledge-based economy.
- **Specialized business environment organizations** to which, among other things, are included innovation agencies, scientific and technological parks and other entities which provide services to entrepreneurs in the scope of their innovation support, not active either in the public sector or in the research or development. These organizations play a very crucial role in the process of innovation introduction, as besides the entities related to the R+D sector, they are the main provider of services of pro-innovation nature, they are also quite frequently responsible for the implementation of regional innovation support policies.

In the individual states of the Partners engaged in the innovation of the „Young and Innovative….” project, the innovation support systems have their specificity. Below you will find their short characteristics.

2.2 Poland

The basic strategic document to increase Polish economy innovativeness is the “**Strategy of Innovativeness and Economy Effectiveness – Dynamic Poland 2020”** (SIEE). The main objective formed in this document is “highly competitive economy (innovative and effective) based on knowledge and cooperation”. Two of particular objectives:

1. Adjustment of regulatory and financial environment to the needs of innovation and effective economy,
2. Innovation stimulating through the increase in the effectiveness of knowledge and work,

refer in particular to the issues related to innovation support. To achieve them, the authors of this document set out action in six directions whereby, from the point of view of innovations support system for SMEs, the most important are:

1.1. Easy access for enterprises to the capital in all stages of development, in particular high risk capital and SMEs sector taken into consideration

2.1 Increased level and effectiveness of science in Poland, strengthening its associations with the economy and increase in the international competitiveness of the science.

2.2 Construction of frames to run effective innovation policy

2.3 Support of cooperation in the innovation system.

At the regional level, the basic documents which shape the pro-innovative policy are **Regional Innovativeness Strategies**.

Other documents also exert a crucial impact on the system of innovation support in Poland - they make up the basis to finance the directions of development set out in strategic documents. Operational programmes, in particular the **Operational Programme Smart Growth 2014-2020,** are very important development instruments in this field. They focus on strengthening enterprises innovativeness by supporting research and development work and an increase in the potential of business entities to run them. They are the **Operational Programme Knowledge, Education, Development 2014-2020**, which focuses on strengthening the competence and level of knowledge on human resources and social innovations; as well as the **Regional Operational Programmes.**

Another crucial element of the described system are **National Intelligence Specializations (NIS)** or else, a specification of economic areas which was made as a result of profound analyses and which have the largest potential to create added value and to increase competitiveness of Polish economy on the foreign markets. The National Intelligence Specializations are strongly related to the operational programmes which apply preferences in the access to financing the sectors included therein or else the projects and in some cases, they treat them just as a criterion of access for applicants who intend to gain financing for their undertakings. At the level of Regional Operational Programmes, the counterpart of NIS are Regional Intelligence Specializations.

The innovation support is not limited to documents. It also or maybe, first of all, covers organizations which create and follow their recommendations, which put into life pro-innovation policy. At the government level, many ministers and offices, reporting to them are engaged, but the key role in this field is played by the **Minister of Development**. He is the coordinator responsible for the implementation of SIEE and of its guidelines. The minister is also responsible for the economic policy, the conditions fostering the development of entrepreneurship in Poland included. An important role in forming the innovation policy is also played by **the Minister of Science and Higher Education**, who finances and supervises the functioning of scientific entities and, by the same, exerts an impact on the quality and directions of the research being carried out.

Another very important element of innovation support system entities are government agencies. The most important are **Polish Agency of Enterprise Development** (PAED) and the **National Centre for Research and Development** (NCRD). The objective of the first one, reporting to the Minister of Development, is “The implementation of Economy and Development Programmes to support innovation and research activities of small and medium enterprises (SMEs), regional development, increase in exports, development of human resources and the use of new technologies”. The other reports to the Minister of Science and Higher Education and it performs tasks related to the scientific, technological and innovative policy. First of all, they are responsible for “management and putting into life of strategic scientific research programmes and development work which translates directly into

the development of innovation". Furthermore, they support the transfer of scholarly results of research to economy, they take care of good conditions to be assured for the development of scientific staff and act to increase the awareness in the field of industrial property protection. Both the agencies have also a key role in implementing operational programmes, fulfilling the role of intermediaries in the Operational Programme Smart Growth, Operational Programme Knowledge, Education, Development, Operational Programme Digital Poland and Operational Programme Eastern Poland.

Amongst many other entities of countrywide range which have a significant impact on the implementation of pro-innovation policy in Poland, the following can be mentioned:

- **National Economy Bank (Bank Gospodarstwa Krajowego)** – a state-owned development bank whose main task is to support the economic development of the state. It is responsible, among other things, for the servicing of European resources flow system in Poland. It is also an intermediary in the Operational Programme Intelligent Development responsible for the implementation of sub-action 3.2.2 OP SG – Loan for technological innovations.
- **Information Processing Centre (Ośrodek Przetwarzania Informacji) – State Research Institute (Państwowy Instytut Badawczy)** – gathers, analyses and creates information on the research and development sector in Poland, by the same, exerting an impact on the shape of Polish scientific policy. It also plays a role of an implementing entity within Action 4.2 OP SG – Development of Modern Research Infrastructure of Scientific Sector.
- **Agency of Industrial Development (Agencja Rozwoju Przemysłu S.A.)** – a single-person company of the Treasury of State to support competitiveness of Polish enterprises, among other things, by the support to innovation solutions in large enterprises, programmes of support to innovation industries (currently video games and space technologies) or making available the Internet Platform of Technology Transfer.

At the level of provinces, the most important role in the support of innovativeness is played by the Provincial Boards and Marshal Offices, reporting to them, as they are responsible for forming and implementing the regional pro-innovation policy and also play the role of managers of the Regional Operational Programmes.

2.3 Hungary

The National Research, Innovation and Science Policy Council is the top level government forum for science, technology and innovation, established by the government and chaired by the Prime Minister. The work of the forum is assisted by an advisory, decision-preparing, coordinating and assessing body, the Science and Technology Policy Advisory Committee.

The government has also set up the Research and Technology Innovation Council, a body working alongside the National Research, Development and Innovation Office and dealing with strategic issues. The Council, in cooperation with the president of the Office, sets out positions on strategic issues relating to the planning, operation and utilisation of the Fund.

The National Research, Development and Innovation Office, in cooperation with the Hungarian Academy of Sciences, developed a mid-term R&D and innovation strategy for the government (Investment in the Future – National Research, Development and Innovation Strategy 2013-2020). The general objective of the strategy is to make Hungary a country, the economy of which is driven by innovation by 2020 and to ensure that Hungarian companies offer competitive products on the international market.

Major goals defined in the strategy

I. The rate of company spending on R&D should reach 2.4% of GDP, whereas government spending should not exceed 1.2%.

II. Internationally acclaimed R&D facilities and centres should be created. The quality and efficiency of non-profit research centres should improve and exploitation of results and links to the business sector should be strengthened. Top ranking research universities should be established in Hungary which work in close cooperation with companies and react flexibly to the needs of the economy.

III. Hungarian small and medium sized enterprises must receive special treatment. Developing the government strategy for the innovative development of SMEs is one of the most urgent priorities. Government subsidy should not only be a form of capital but also a factor in motivating innovation activities.

Actors

The National Research, Innovation and Science Policy Council (NKITT in Hungarian) is the highest-level co-ordination and decision-making body in the government in the field of science, technology and innovation (STI) policies. The National Research, Innovation, and Science Policy Council (NKITT in Hungarian) is charged with four major tasks: i) make decisions on STI policy issues of strategic relevance and related major projects, on financing STI, on the utilisation strategy of the Research and Technological Innovation Fund (KTIA in Hungarian), on the evaluation strategy of STI policy tools, on the report on the use of the National Scientific Research Fund (OTKA); ii) give opinion on the report on the use of KTIA, on the drafts of major STI policy documents submitted to the government, on the utilisation strategy of the OTKA; iii) make proposals to the government on legislation and regulation concerning STI issues; iv) take part in the co-ordination of the governmental tasks concerning STI (in devising the STI budget and monitoring the implementation).

The Ministry for National Economy operates a number of innovation policy measures and supervises the government offices responsible for quality management, intellectual property, standardisation, metrology, energy and consumer protection. On behalf of the government the Minister supervises the National Research, Development and Innovation Office. Additionally the Ministry of National Development is responsible for innovation policy from the financing perspectives.

The Ministry of Human Capacities is in charge of the formation and implementation of science and education policies. It supervises the whole public education system from elementary schools to universities, thus it has a wide responsibility in facilitating appropriate education for the human resources required for innovation.

Sectorial ministries, in particular, **the Ministry of Agriculture** are responsible for mission-oriented research relevant to their field of responsibility.

The National Research, Development and Innovation Office is responsible for the implementation of the government's STI policy, including the drafting of R&D and innovation programmes and managing international R&D co-operation on behalf of the government. Its president and vice-presidents are appointed by the Prime Minister. The President is responsible for the operative tasks of the Office.

The Hungarian Intellectual Property Office's functions include, inter alia, (1) the official examinations and procedures in the field of industrial property, (2) preparation and implementation of the Government's strategy for the protection of intellectual property; (3) recommending and implementing policy measures in relation to its mission, and (4) carrying out international and European co-operation in the field of intellectual property protection.

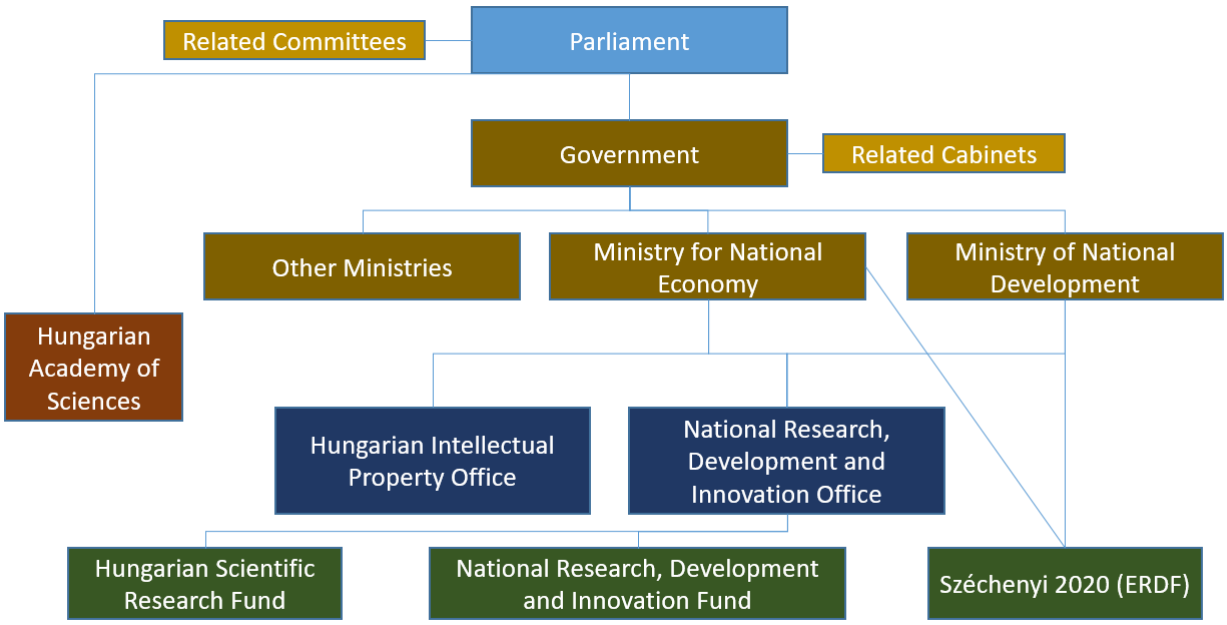
The Hungarian Scientific Research Fund (OTKA) was established by law in 1991 with a strong mission to provide support for scientific research and to develop the research infrastructure. It functions as an independent grant agency with a strong focus on basic research. Special consideration is given to the development of a new generation of researchers. It enjoys full independence in setting up its fund-allocation strategy, launching funding schemes and making decisions on supports for research projects.

In January 2015, a unified **National Research, Development and Innovation Fund (NKFIA)** was established, whose purpose is to provide state support for research, development and innovation. According to the Law on Public Finance, the NKFIA Fund is a separate state fund and succeeds the former Research and Technology Innovation Fund, and the Hungarian Scientific Research Fund. According to the Research, Development and Innovation Law, the National Research, Development and Innovation Office handles the National Research, Development and Innovation Fund.

According to the Act No. 40. of 1994, **the Hungarian Academy of Sciences** is a self-governing public body. It has a high degree of autonomy in scientific, political and financial respects. The Hungarian

Academy of Science and the National Research, Development and Innovation Office prepare professional reports for the government. There are professional teams to support governance during the decision-making processes. The National Research, Development and Innovation Office is responsible for implementing the government's policy. The Research and Technology Innovation Council supervises the use of the Innovation Fund, and deals with strategic questions.

Figure. 3. Hungary – innovation system



2.4 Slovenia

The role of an innovation support ecosystem is mainly to ensure favourable conditions in the following areas: entrepreneurship culture, R&D projects evaluation, diffusion of innovation processes and interaction with public universities, collaboration of technology transfer offices with most important regional industry sectors and overall promotion of services of innovative environment, knowledge commercialization and information on new knowledge business opportunities.

The institutional framework of innovation policy has gone through several changes since Slovenian independence, reflecting in part the search for the most efficient division of tasks between ministries and in part the influence of the science and business communities. Each of the past elections brought forward new ideas on how to best organize the government to be more supportive to science, technology and innovation. Thus, over the years, rather complex system of institutions contributing to implementation of innovation policies and strategies has been developed. Additionally, during the period 2007-2013, four governments was changed in Slovenia – affecting the effectiveness and consistency of Research and Innovation Strategy implementation as well as institutional setting of

already fragmented ecosystem. On the other hand, the above-mentioned challenges and changes led to several transnationally recognised best practices such as well-developed and supported public R&D with excellent infrastructure and research equipment, public investments in the educational system, growing technology and innovation support infrastructure with several intermediaries, distributed equally in all regions, in terms of their characteristics their efforts range from dissemination of technological innovation to the creation of more advanced and interactive initiatives with the involvement of private sector.

The most important strategic documents creating regulatory framework are:7

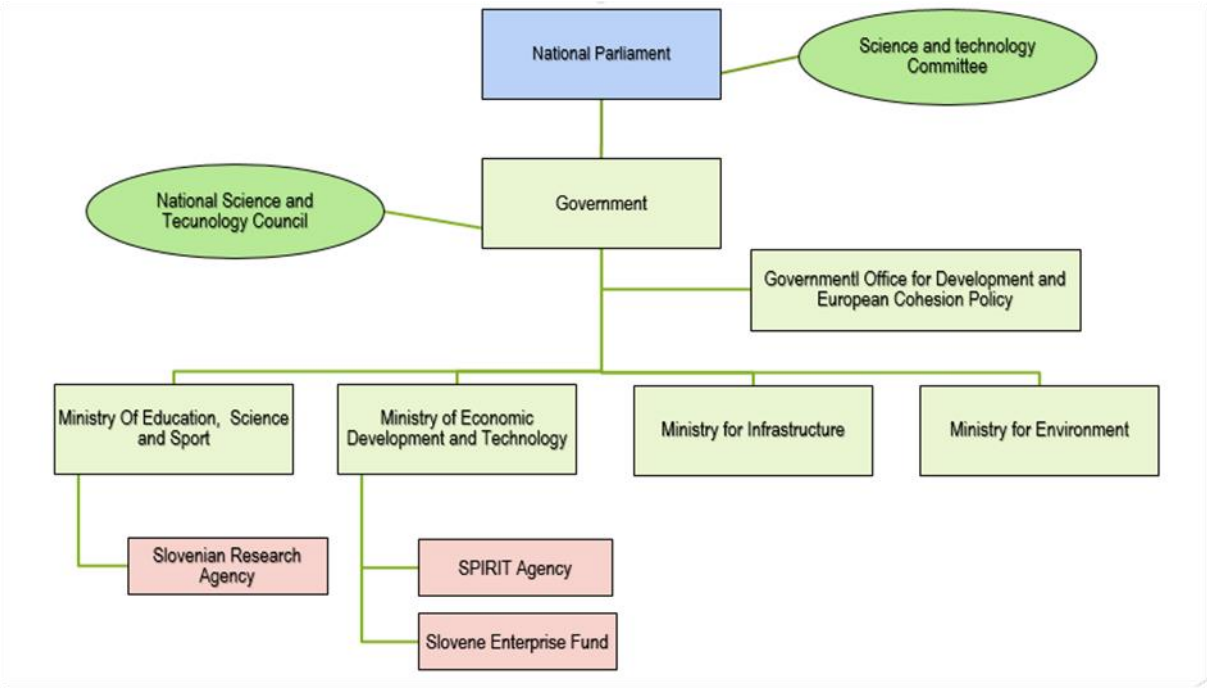
- Research and Innovation Strategy, RISS 2011-2020; the Government approved the proposal of the Resolution on the Research and Innovation Strategy which is the highest strategic document in the field of research and innovation in Slovenia (2011)
- The national Higher Education Programme, 2011-2020
- Slovenian Industrial Policy, SIP 2014-2020 with the National Reform Program (2015)

Main objective of the RISS is to establish a modern research and innovation system aiming for a higher quality of life for all through critical reflection of society, efficiency in addressing social challenges, increased value added per employee and assurance of more and higher quality workplaces.

It should be outlined that the Resolution on RISS presents interrelation between research, higher education, innovation and technology development (competitiveness) – it is a joint, combined document of RISS 2011-20 and the National Higher Education Programme 2011-20. Initially, both documents also propose measures for necessary reforms of the national innovation system and measureable implementation targets. To implement these strategies, legal documents are being prepared. They include a new and significantly amended Research and Development Act as well as a Higher Education Act and a Smart Specialisation Strategy, adopted in 2015, which is a common strategy of the government, the business sector and the industry, research organisations and civil society as they all contribute to defining development priorities by 2013 (OECD, 2015).

[7] Gebhardt, C., and Stanovnik, P. (2016), Slovenia and the Struggle for organisational readiness at the national level, Industry & Higher Education, Vol 30, No.1, pp 53-66.

Figure 4. Slovenia – innovation system



The above schematic picture details institutional set-up of the research and innovation ecosystem on the governance level.

Science and Technology Committee in the National Parliament represents an advisory and legislative body which addresses the legal and budgetary framework related to science and technology.

The National Science and Technology Council was until 2012 the premier policy body for science and technology policy. Nowadays is a professional advisory body to the Government of of the Republic Slovenia. Its main competences are to propose a platform for the National Research and Development Programme (NRDP) to the Government of the Republic of Slovenia as well as implementation policy in the current year; evaluation of the implementation of the NRDPas well as monitoring of the development of research and development activities, monitoring the quality of the implementation of the work programmes of public research organisations. Additionally, Science and Technology Council implements other initiatives and actions determined by law and other regulations.

The key role in governance of Slovenian overall research and innovation policy is played by two ministries. Namely, at the Ministry for Education, Science and Sport Directorate for Higher Education and Directorate for Science are responsible for setting the policy and strategies in the aforementioned fields. The Ministry of Economic Development and Technology shapes the policy and implements measures in the field of entrepreneurship, competitiveness and technology. Under the auspices of both ministries operates executive agencies and bodies responsible for implementing instruments and measures related to research and innovation policy framework as well as for the management of

related ecosystems. Additionally, Ministry for Infrastructure and Ministry for Environment took over partly activities related to research and innovation policy.

All above mentioned ministries are also interlocutor to the Government Office for Development and European Cohesion Policy which is responsible for designing of Operational Programme and Research and Innovation Strategy for Smart Specialisation (RIS3) as well as supervision of all Structural and Cohesion Funds. The Government Office was re-established in beginning 2014 in order to take over the process of preparation the national documents related to EU structural and cohesion funds (which nowadays represent the key sources of investment on national level), including completion of implementing activities related to perspective 2007-2013.

Executive Agencies

Slovenian Research Agency (ARRS) is an independent public funding organisation for performing tasks related to the National Research and Development Programme and for the creation of European Research Area. ARRS provides the scientific community with instruments enabling stable funding of scientific excellence – for basic and applied research, primarily in the public research sector.

Slovenian Public Agency for Entrepreneurship, Internationalisation, Foreign Investments and Technology (SPIRIT Slovenia) implements a wide range of tasks, financial schemes and supporting services aimed to achieve innovative, technologically developed, export-oriented destination that attract foreign investors. Division »Support environment for companies« coordinates support environment ecosystem (technology parks, incubators, university incubators, other actors), the networks of e-VEM one-stop-shops, promotes the mobility of researchers, educates teachers on new state-of-the art methodologies (lean canvas,…) and inward FDI. Financial schemes are designed not only for intermediaries but also for companies aiming at boosting the technology development and innovation activity in SMEs (voucher scheme, etc.)

Slovene Enterprise Fund (SEF) is the main public financial institution on national level, set up with the aim to improve access to finance for small and medium-sized enterprises. SEF provides financial incentives in the form of grants for establishing the enterprise, convertible loans and capital investments (seed), venture capital (mezzazine), microcredits and guarantees for bank loans with interest rate subsidy. All the financial products are tailored according to the needs of particular lifecycle of an innovative SME (product development, market entry & expansion, rapid growth, further growth) or for specific target groups (start-ups, innovation teams, women entrepreneurship, transfer of ownership between generations, creative industries, social innovation, business model reengineering)

2.5 Diagnosis summary – indication of system problems

An analysis of innovations support systems in individual States based on the above characteristics and conclusions, arising from the peer-learning meetings allows to claim that in none of the partner states, there functions a coordinated innovation support system dedicated to young entrepreneurs. The characteristics of the project target group presented under point 3.1 shows unambiguously that this is a group which requires a particular attention and support in running business and in particular, that of innovative nature. Quite a few detailed problems are linked to this generally suggested issue, amongst them, the most important are:

1) No communication platform for entities of innovation support system to facilitate an exchange of information, expertise and experience in the field of young entrepreneurs innovativeness support.

None of the researched cases managed to create a fully comprehensive innovation system which would take particular care of young entrepreneurs. It is necessary to underline that the individual actors of the innovation system have the knowledge and experience in the scope of support for innovativeness in general and in separated groups, young entrepreneurs included. At the same time, there is no instrument which would bind the individual groups of entities which create the system of innovation.

At this moment, the situation is such that the institutions which provide services of a pro-innovative nature do not have full recognition of the offer available in the market which results in a multiplication of services of identical or very similar scope which do not foster the process of specialisation of the institution within the innovativeness system. Furthermore, the lack of common knowledge on the services provided by partners within the system has it that it becomes less efficient, as situations may occur in which the entity will look on its own for a solution to a problem that has already been explained by another organisation. Lack of coordination in the knowledge flow between institutions within the system caused by malfunctioning or incorrect functioning of instruments to support the internal communication causes disorientation of young entrepreneurs, who are interested in getting the aid, corresponding to their individual needs. In consequence, quite often, they are not provided with the care of the most competent entity from the point of view of their needs.

2) Insignificant participation of young entrepreneurs in the acquisition of research results and general support from the entities, creating the system of innovation support for the needs of business run.

Unfortunately, this situation is confirmed by the research results. For example, according to the statistical research (2012) in Poland, companies founded by young people (up to the age of 30) make

up about 30% of all established firms[8]. It can be assumed that these are mostly companies which, applying the principles of the European Commission, can be considered microenterprises. According to the report on the position of micro and small enterprises in 2015 prepared by PEKAO BANK[9], only 4% of micro-entrepreneurs avail themselves of external research and development services. This value corresponds exactly with the average for the group of micro and small enterprises. This ratio is a little better with reference to the group of firms, acting in the market from 0 to 3 years (a high rate amongst those are precisely firms of entrepreneurs aged up to 30). It turns out that 5% of all firms are interested in the purchase of research and development services "at this age". However, this number is still very low. Attention shall be paid to the fact that young people seem to be interested in developing firms based on innovations. This is confirmed by the research carried out in 2016[10] by Deloitte, which has shown that young successors of family companies are very interested in developing the firms they took over based on knowledge and innovations - 76% of respondents declare that for them innovations are one of the three main priorities in developing their firms. The signal that there is demand from the entrepreneurs for the system of innovativeness support, and that most probably it is going to grow, is very important, but all efforts shall be made so that, on one hand, offers from universities, the public sector and specialised BEO reach entrepreneurs, and on the other hand, that the need to develop through innovation is fostered in the entrepreneurs, among other things, by promoting the knowledge thereon.

In Slovenia, for example, one third of entrepreneurs are 25–34 years of age. Low participation among younger and older adults, however, contributes to Slovenia's comparatively low overall TEA rate. This may serve as an example of the value of examining the age distribution of entrepreneurs in an economy, and addressing age groups reporting little participation[11]

3) Insufficient frequency and regularity of research related to the efficiency of services provided to young entrepreneurs by the innovation support system entities, resulting in a service management based on obsolete data.

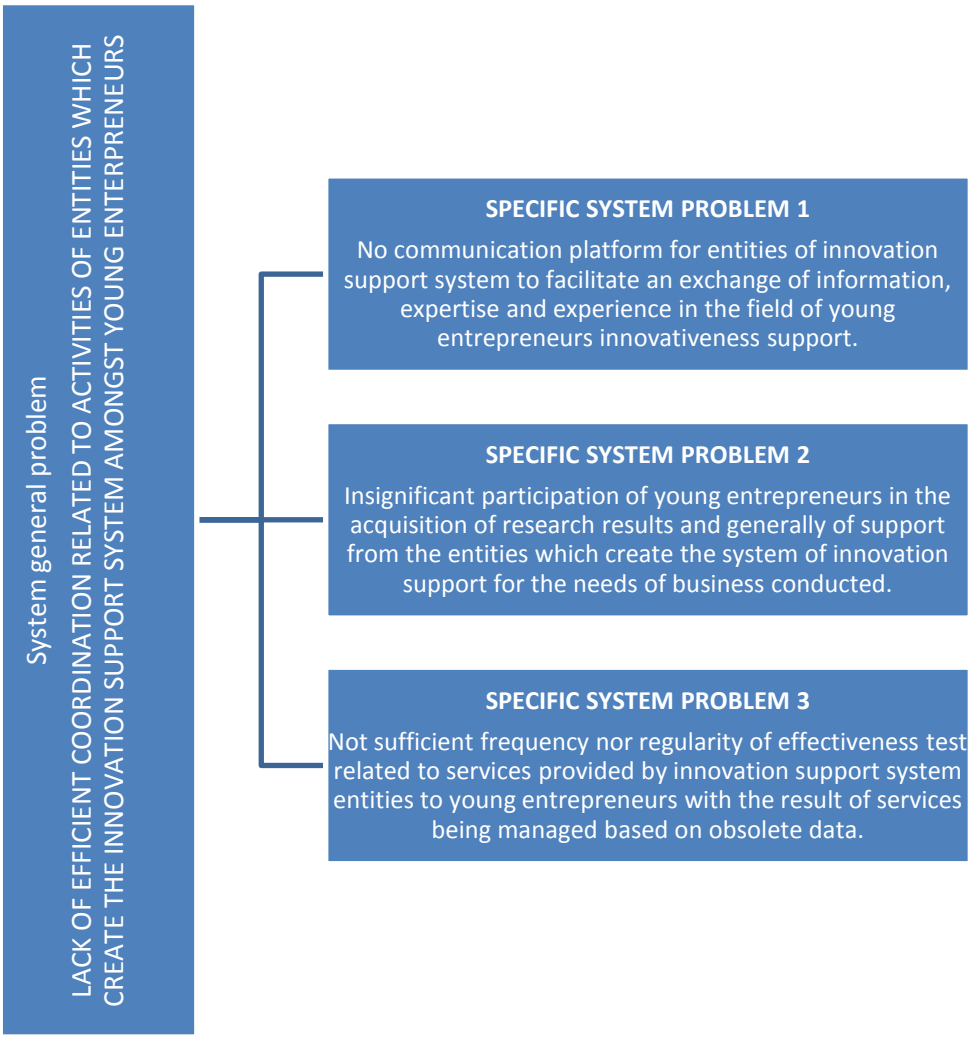
A reliable evaluation of the efficiency both of pro-innovative and other services provided by the innovativeness system entities to young entrepreneurs is difficult because, among other things, the results of the implementation of innovation in an enterprise may be quite frequently considerably postponed which is a natural effect of the laws, governing the processes of innovativeness implementation as well as general economic principles. However, the evaluation research itself is

[8] http://www.wirtualnemedia.pl/centrum-prasowe/artykul/mlodzi-przedsiebiorcy-w-polsce
[9] https://www.pekao.com.pl/binsource/f/00/Raport_2016_pol.pdf
[10] New Generation in Family Companies, Deloitte, 2016
[11] http://www.gemconsortium.org/report, 2015/16 GLOBAL REPORT, page 26

being done while bringing into life projects, consisting in the support of enterprises when these effects cannot be seen, yet. Thus, they cannot be recognised as reliable evaluation related to the durability of the instruments applied.

The problem is more hindered by the fact that the research is conducted while bringing to life various projects by various institutions which apply different standards of evaluation, which makes it difficult to make the comparison and find the average of evaluation results. Summing up, the lack of regularity and continuity of evaluation on behalf of the entities which create the system does not provide a sufficient basis to plan new, better instruments. By the same, it seems necessary to implement, on the basis of the experience acquired, a simple and, at the same time, efficient system which will make possible an objective evaluation of the quality of services provided, and in consequence will bring about an improvement in the effects of the whole system of young entrepreneurs innovativeness support.

Figure 5. General problem and system problems related to the area of young entrepreneurs innovation support.



Chapter 3 Description of target group and analysis of data obtained from the Inventory Report.

3.1 Young Entrepreneurs = "Millennials", "Generation Y", "Generation WE"….

…"Boomerang Generation", "Peter Pan Generation"[12] – various names which define the same group of people included into young entrepreneurs group, who make up the target group of Y&I project. Who are they? What are they like? What entrepreneurs are they? Are they really so important?

Who are they and what are they like?

Generation Y is denominated as people born between 1980 and 2000 and thus today aged 36 or younger. A decisive majority of them have not exceeded 30 years of age.

The representatives of the millennials acquired in a natural way many abilities useful to run business which the older generation (X) had to study. First of all, this is the knowledge related to computer servicing and information acquisition. They are excellently prepared to move in the areas related to global economy and culture variety[13]. The teamwork is a form close to them which is the simpler owing to the fact that growing up in the era of the internet, they were earlier taught to communicate between each other[14]. It is important that they can do many tasks at the same time[15]. Their obvious advantage is, particularly in the context of innovation activities, the manner of understanding their success. For the older generation the material status was a measure of success. For the representatives of generation Y, the success is primarily a valuable job or else such a one which can be, on the one hand, matched to the lifestyle and on the other hand give a sense of self-fulfilment. From this description, emerges the picture of the group which prefers "to be" than "to have". It can be assumed that such a rather idealistic approach, in particular at the beginning of the professional career (in the role of young entrepreneurs included) may translate into a larger intention to develop through searching for novelty solutions, which, in particular, in the case of success, will increase the self-assessment and bring about a sense of self-fulfilment. The negative features indicated by some researchers are as follows [16]:

- limited potential to take decisions independently,
- unrealistic expectations, causing the conviction of "the potential to change the whole world within one working day",
- no experience,

[12] https://business.linkedin.com/talent-solutions/blog/2013/12/8-millennials-traits-you-should-know-about-before-you-hire-them
[13] http://www.e-mentor.edu.pl/artykul/index/numer/25/id/549
[14] ibidem
[15] https://business.linkedin.com/talent-solutions/blog/2013/12/8-millennials-traits-you-should-know-about-before-you-hire-them
[16] http://www.e-mentor.edu.pl/artykul/index/numer/25/id/549

- no patience,
- easily deconcentrated[17]
- expectations of immediate effects of their work.

Table 2. "Advantages" and "Disadvantages" of Generation Y

Generation Y	
"Advantages"	**"Disadvantages"**
Wide knowledge related to information technology	Little experience (small number of „worked-out" projects/product cycles)
Frequently no family commitments which facilitates taking up risky decisions	No family commitments may lead to recklessness
Language command	Limited financial resources
Easy interculture contacts	Non realistic expectations in the relation of work output/effects
Habit to live in a world without borders (with reference to Europe)	Disappointment by hitherto life (high unemployment rate, limited development prospects)
Well educated	Lack of patience and expectations to gain immediate effects from the work

Source: own paper

To understand better who and what "Millenials" are like, in particular, in the context of approach to professional work, it has a sense to study a comparative analysis conducted in Yigit i Aksay[18] research, in which they were compared to an older group or Generation X.

Table 3. Generations X and Y – comparison with reference to personal features related to the job carried out

	FEATURE
GENERATION X	They work to live "Easy-going", independent, creative. They have a tendency to counteract the system, sometimes they would be suspicious and impatient They believe in themselves, they don't like to be under surveillance. Rather prefer to show loyalty to team members with which they work than to the organization which employs them. They treat seriously the duties they carry out but they do not foresee to have their whole career in one organization. They try to keep the balance between the professional and personal life, they show interest in the surrounding world.

[17] https://business.linkedin.com/talent-solutions/blog/2013/12/8-millennials-traits-you-should-know-about-before-you-hire-them

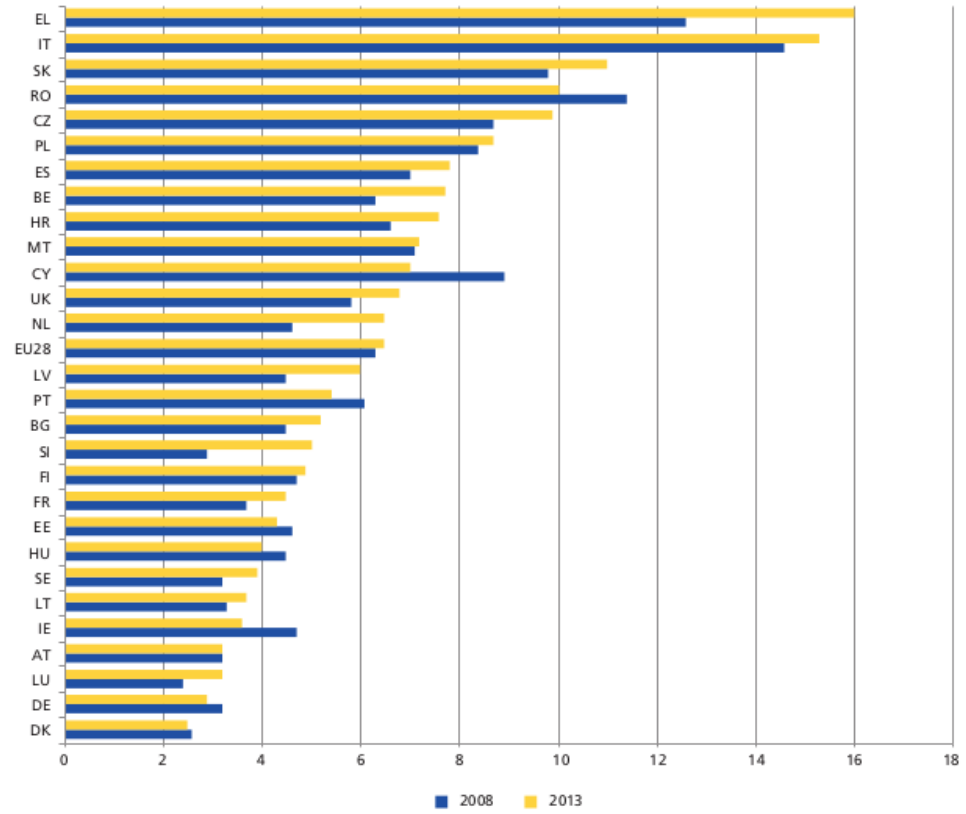
[18] S.Yigit, K. Aksay, A Comparison between Generation X and Generation Y in Terms of Individual Innovativeness Behavior. The Case of Turkish Health Professionals, International Journal of Business Administration, Vol. 6, No. 2, 2015 - http://www.sciedu.ca/journal/index.php/ijba/article/viewFile/6625/3947

	They are capable of carrying out many things at the same time.
	They avoid the role of a leader
GENERATION Y	They would like to know about everything the organization expects from them, what are the potentials of their career development and what is the precise motivation system.
	They like to be responsible for what they do, they like to prove their capacity. They prefer to be respected than to earn money.
	Quality of job performed is of importance to them. At the same time, they can carry out various tasks.
	They do not hesitate to give up their job when they feel unhappy in it. They prefer to work in companies characterized by innovativeness, creative approach to tasks carried out and friendly to natural environment.
	They care for family life and therefrom comes their striving to have a balance between professional and private life. At the same time, they are ready to comply with hard work which is to assure their development, in particular at the beginning state of their career.

Young entrepreneurs form Generation Y and their entrepreneurship.

Pursuant to the data provided by Eurostat in the European Union (EU28) in 2013, over 2.6 million people aged between 15 and 29 had their business registered. This means that about 6.5% of young Europeans amongst all employed take up decisions to be self-employed and to run business. Eurostat research shows, at the same time, a large differentiation of business activity in the indicated group between various member states. Running business activities amongst young people is most popular in Greece (16%) and in Italy (15.3%). The states which joined the EU in 2004 and later (the Czech Republic, Romania and Slovakia) are on subsequent places. On the other pole, there are such highly developed countries as Austria, Denmark, Germany and Luxemburg, where this ratio is lower than 3,5%.

Chart 4. Rate of people running their own business (self-employed) in relation to all employed aged between 15-29 (2013) – EU28[19]

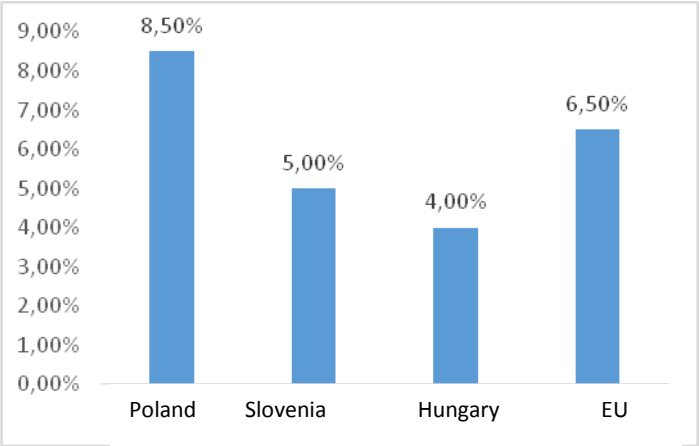


Source: Eurostat, Labour Force Survey

The situation in the states which create the Project consortium is varied. Poland belongs to the states' leaders in the field of business establishing by persons from Generation Y and it is on the 6th position with the result of about 8.5% (behind the earlier mentioned Czech Republic). Both Slovenia and Hungary are classified below the EU average, taking correspondingly positions 18 (about 5%) and 22 (about 4%).

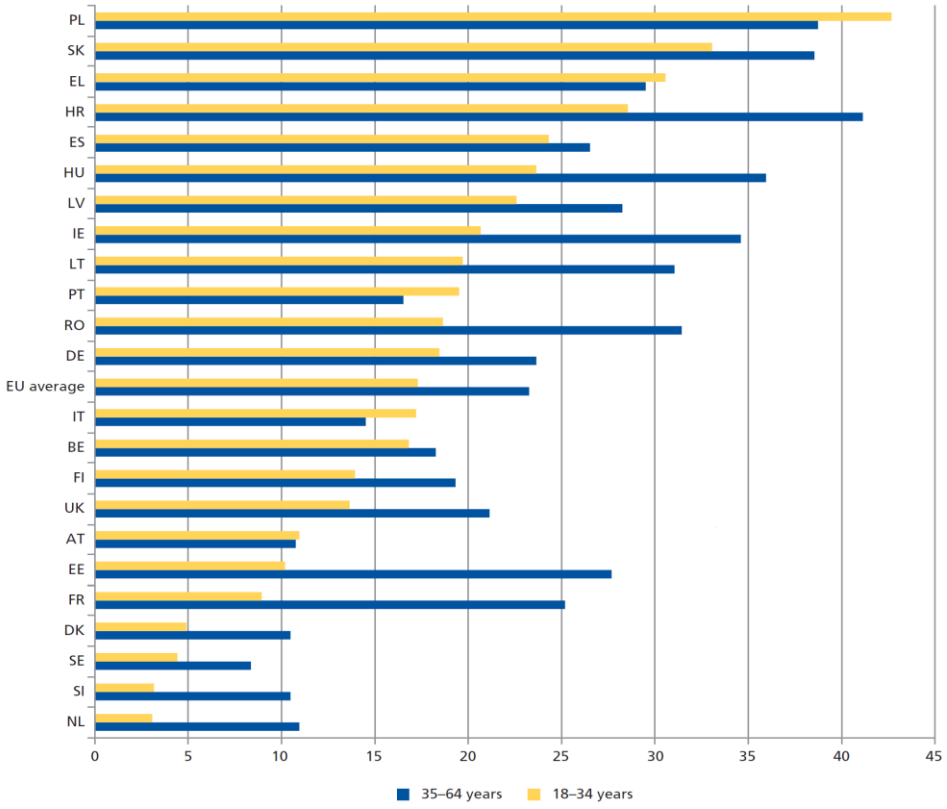
[19] Eurofound (2015), *Youth entrepreneurship in Europe: Values, attitudes, policies*, Publications Office of the European Union, Luxembourg

Chart 5. Rate of people who have business (self-employed) with reference to all those employed in the age group 15-29 (2013) – Poland, Slovenia, Hungary[20]



However, the context of these data is changed when we put upon them the result of other research (carried out on another, but similar age group) in accordance with which as many as 43% of young people established their own business "of necessity" as they had no other way or didn't know about any other way of obtaining employment. In Slovenia, this rate was only 3%, and in Hungary 24%.

Chart 6. Ranking of EU Member States according to the percentage of entrepreneurs motivated by necessity, by age group, 2013[21]



Note: No data available for Bulgaria, Cyprus, Czech Republic, Luxembourg and Malta.
Source: GEM and YBI, 2013

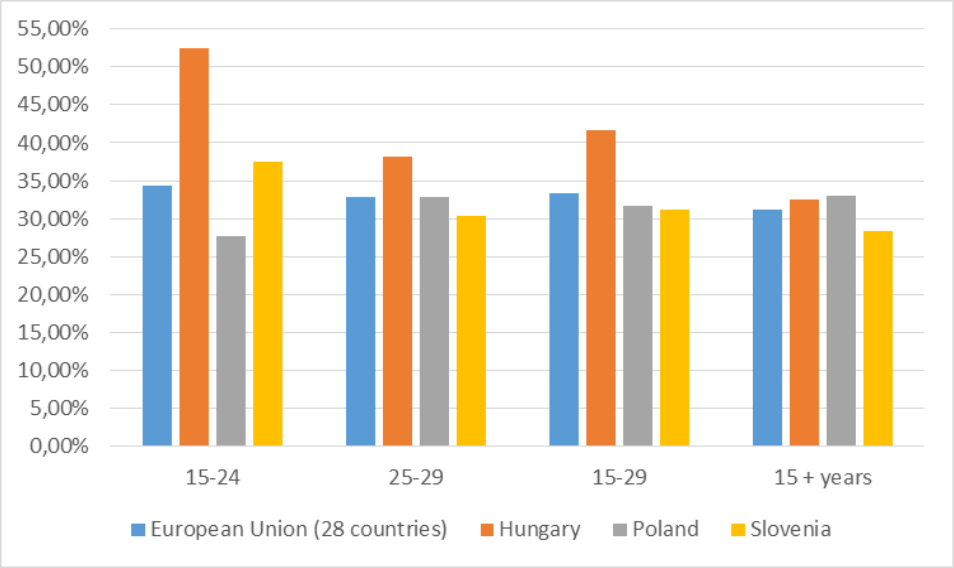
[20] ibidem
[21] ibidem

This means, that correspondingly, the following number of young people established their own business motivated by their own will or in other words based on positive factors (as for instance their wish to become independent or to work on their own account): in Poland – 4.85%, in Slovenia – 4,85%, in Hungary – 3,04% amongst all young people employed. Having taken into account this sector, all states of project partners are below the average of the European Union, which is 5,4% (17% of 6,5% of self-employed, in relation to all employed young people, established their business out of necessity).

An upsetting picture emerges also from the juxtaposition of self-employed women in the whole population of the self-employed. For the European Union, this rate does not make significant difference, depending on age group and oscillates between 34.4% in the case of women from the age group between 15-24 lat, and 31.2% for the whole population of self-employed.

In the countries of project partners, these values are differentiated. Generally, as to the participation of young women in the whole population of self-employed, Hungary has the best result, which is 41,7% and crucially exceeds the European Union average. Poland and Slovenia are situated little below the average.

Chart 7. Percentage of female self−employed in relation to all those self−employed, by age group, partnership states and EU28, 2013



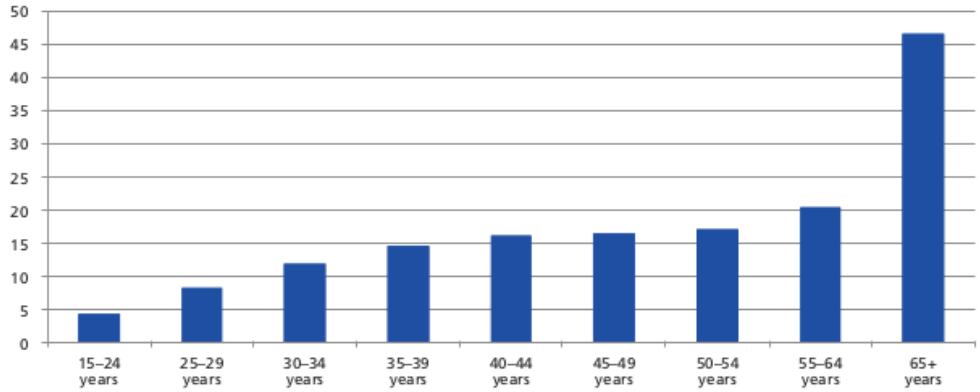
Source: Eurostat, Labour Force Survey

One should not link the relatively low engagement of those below the age of 30 in the creation and establishing businesses with the lack of entrepreneurship, or even further with the lack of innovative potential. As results from the test conducted by Deloitte, about 66% of „Millennials" intend to leave the hitherto companies[22]. Most of them will look for employment in other enterprises, but at least a part of them will supplement the group of people established in the business. The results of such tests

[22] http://www2.deloitte.com/global/en/pages/about-deloitte/articles/millennialsurvey.html

indicate that for those of generation Y *the crucial guarantee of success in business is innovativeness*.[23]. This is the opinion of 78% of those interviewed. This is also confirmed in the earlier referred tests conducted by Yigit i Aksay[24]. In this generation, the pro-entrepreneurship or innovative attitudes are not lacking. Let's take for example Poland. In spite of the fact, that only about 8.5% of young people are established in business (amongst those employed), the businesses established thereby make up 30% of all which are being registered. Moreover, the research indicates, that in Europe, older people have a larger tendency to establish their business, when in their opinion, in consequence of working for somebody else they gained appropriate experience (chart).

Chart 8. Rate of people running business (self-employed) compared to all those employed according to the age groups– EU 28[25]



Source: Eurostat, Labour Force Survey

Such a state of matters shall act as an incentive for the whole innovation system to encourage young people to start a business in particular such, which has innovative features.

Are they really so important?

"20 thousand dollars for one hour of work. That is what officers for Millennials earn in corporations according to the Fortune magazine. This shows this generation became a most important group for companies and how much stress they put on the understanding of their needs"[26]. Corporations dedicate to this social group so much attention and engage high fliers to prepare the proper response to their demands with good reason. Currently, Millennials make up the most attractive group of consumers, who buy most and spend a lot on the surrounding goods. On the other hand, we must bear in mind the fact, that the measure of success, before the financial result, is work, which gives the sense

[23] http://www.karierawfinansach.pl/w-branzy/artykul/deloitte-innowacyjnosc-w-oczach-pokolenia-y

[24] S.Yigit, K. Aksay, A Comparison between Generation X and Generation Y in TErms of Individual Innovativeness Behavior. The Case of Turkish Health Professionals, International Journal of Business Administration, Vol. 6, No. 2, 2015 - http://www.sciedu.ca/journal/index.php/ijba/article/viewFile/6625/3947

[25] Eurofound (2015), *Youth entrepreneurship in Europe: Values, attitudes, policies*, Publications Office of the European Union, Luxembourg

[26] http://www.forbes.pl/millenialsi-pokolenie-y,artykuly,205930,1,1.html

of own-value and fulfillment. The fact, that the consumerism heated by the market crosses with the search of values in the tasks being implemented facilitates forming an assumption, that the representatives of Generation Y as young entrepreneurs will run their business pursuant to the slogan "Think Big", at the same time, trying to maximize their profits to satisfy consumption demand. The effect will be a larger openness to searching innovation solutions, which on one hand will increase the probability of their appearing in a wider awareness, which will act on the sense of fulfilment and, on the other hand, will increase the opportunity to earn larger financial revenues. The result is that the organizations which create innovation system should focus on "the Millennials". "Additionally, the fact that about 30% of enterprises formed right now are established just by those aged before 30 also speaks for it.

In the text, referred to earlier, it was indicated, that young people from Generation Y expect the banks, which may also be included into the innovation system organizations, should have an offer customized to their needs. The same principle shall relate to business environment organizations, such as innovation agencies. This means, that specialized business environment organizations need to adjust their thinking and focus their attention in a particular manner on Generation Y.

The final accent which is to underline how young entrepreneurs, who have not exceeded the age of 30 yet, not only from Generation Y, but over the period of 40 recent years, had an impact on the development of the world economy, which is shown by a specification of global marks and their founders presented in the table below. This should dispel all doubts related to the question whether it is worthy to support young entrepreneurs.

Table 4. Young and rich – global firms and their founders

Young and rich				
Person	**Born in**	**Business**	**Date of foundation**	**Age of founder at the moment of registration**
Bill Gates	1955	Microsoft	1975	aged 20
Steve Jobs	1955	Apple	1976	aged 21
Jeff Bessos	1964	Amazon	1994	aged 30
David Filo	1966	Yahoo	1995	aged 29
Jerry Young	1968	Yahoo	1995	aged 27
Elon Musk	1971	Pay Pal	1998	aged 27
Larry Page	1973	Google	1998	aged 25
Mark Zuckerberg	1984	Facebook	2004	aged 20

3.2 Comparative analysis of the data from inventory report:

Inventory research covered over 30 services provided by various business environment organizations. 20 amongst them are still provided by project partners.

3.2.1 Analysis of target groups for individual services

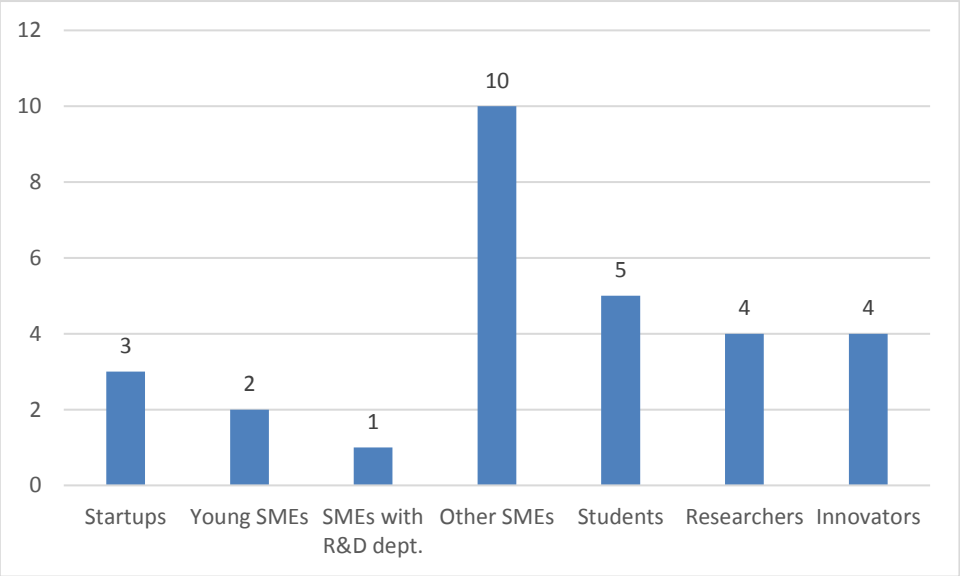
The services included in the inventory report have been or are still addressed to a wide group of receivers. Amongst them, there are:

- small and medium enterprises, start-ups and young companies included (up to 3 years of business)
- students,
- scientists and researchers,
- business incubators' clients,
- innovators.

A decisively dominating group of receivers were micro, small and medium enterprises at various stages of development (15). Additionally in the SMEs group, preferences can be distinguished which prevailed when the final target group was formed. A part of services were, for example, addressed primarily to the abovementioned start-ups (3) and young companies up to 3 years of business (2) which additionally should have had in their structures, research and development departments (1).

Another group most widely represented amongst the receivers of services taken into inventory, were people related to academic environments (9), i.e. both students (5), as well as scientists (4). At the next place, there were so-called young innovators, depending on the services, aged between 18 and 35 or 40 years (4).

Chart 9. Services divided into receivers.



3.2.2 Analysis of manners to communicate with clients, promotion of services

Within the provided services, there is a whole range of instruments, serving to communicate between the environment institutions and other entities of innovation system and their clients, young entrepreneurs included. In all researched cases, the contact took place through the intermediary or electronic media (e-mail, information on the Internet website, newsletter, social media). A communication channel, which is still important are telephone calls and various forms of direct contacts, seminars, training workshops, etc.

Additional attention shall be paid to individual consultations run by specialized officers. It seems that in contact with the groups, which as was mentioned earlier, expects customized solutions, such a form of communication may be best to young entrepreneurs.

3.2.3 Analysis of the scope and manner of services

Because of varied group of receivers of services taken in the inventory, their scope is wide and covers many aspects of business.

The scope of services is as follows:

1) information services,

2) consultation services, strategic management and innovation management in the company included,

3) financial services,

4) research and development services with those which support them included,

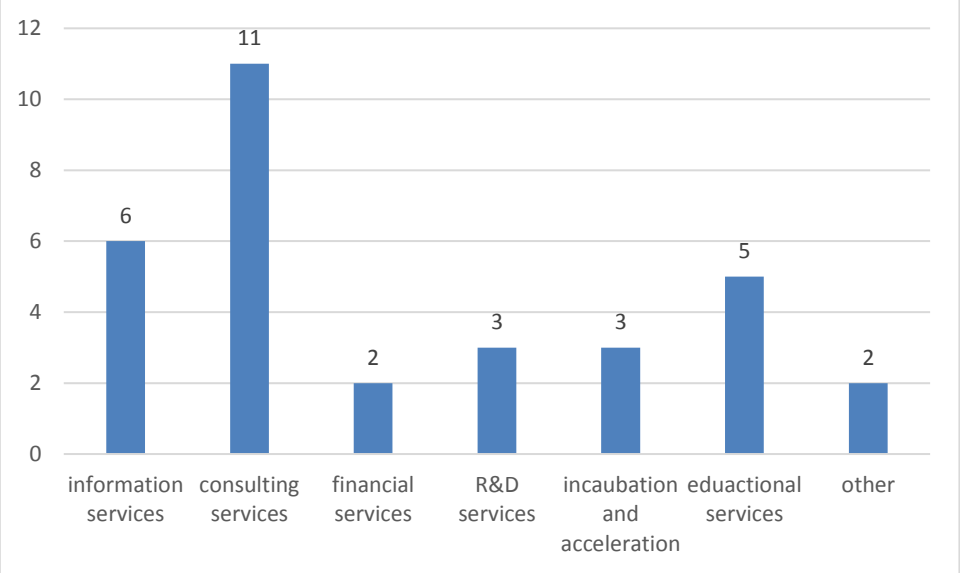
5) incubation and acceleration services,

6) educational services,

7) other services.

In the sample researched, the services covering the individual scopes are presented in Chart 10.

Chart. 10. Services divided into scopes



Within the scope covered by services, two groups can be divided: simple and complex. In the case of complex services, in particular, covering various areas (for example Start-up, Mentor Club, INKOR), they can be classified in more than one of the abovementioned groups.

Table 5. Categories of services taken into inventory.

Scope of services	Total number of a given category	Name of services
Information services	6	INKOR (Pl), Information Services (Pl), Programme for Support Scheme by University Incubators (Sl),m Support for the National Innovation Ecosystem (Sl), Mentor Club (Hu), Intellectual Property Valuation (Hu)
consultation services	11	Intellectual Property Valuation (Hu), Innovation Audit (Hu), Mentor Club (Hu), Support to the National Innovation Ecosystem (Sl), Start-up (Sl), INKOR (Pl), Improve (Pl), Audit of Development Needs (Pl), Pro Tech (Pl), Pro Inn (Pl), BMC (Pl)
financial services	2	Innovation Voucher (Hu), Start:up (Sl)

Scope of services	Total number of a given category	Name of services
research and development services	3	Innovation Voucher (Hu), Young Researchers in Economy (Sl), Demola (Sl)
incubation and acceleration services	3	Start-up (Sl), Programme for Support Scheme Implemented by University Incubators (Sl), Support to the National Innovation Ecosystem (Sl),
educational services	5	International Innovation Competition (Hu), Mentor Club (Hu), Training on innovation management (Hu), Young Researchers in Economy (Sl), Business School (Pl).
other	2	Demola (Sl), Start-up weekend (Sl)

It needs emphasizing, that within the project, there was no possibility to cover by the research all available services in individual states. Some types of services discussed above are repeated in individual states. Their example may be all types of services related to acceleration and incubation (and thus addressed directly to young entrepreneurs) as well as such services as innovative voucher (in Kuyavian and Pomeranian Region from which the Polish Partners originate, such a service functioned as research voucher).

The way of individual services providing has been or is adjusted to their specificity and the requirements of the target group.

In the case of information services, electronic communication has been used first of all (internet website, mailing, newsletter, social media) as well as direct contact (individual consultations, information meetings). Consultation services were provided in various manners, it was dependent on the detailed area to which they referred. Thus, we had, for example, workshop work with the enterprise owners (development needs audit), workshop work with managers and employees of the individual entities of the enterprises (PRO INN), mentor activities (Mentor Club). The way of financial services provision in the researched group consisted in granting direct financial support in form of subsidies (grants), for instance Startups or granting vouchers, for instance Innovative Voucher. However, it is universally known that entrepreneurs may also be given support in the form of low interest loans, credit guarantees as well as tax relief, exemption from a part of administrative fees, etc.

Granting services of research and development nature, the organizations used the abovementioned vouchers as well as adopted various actions, (for instance matchmaking) to make closer the cooperation between business and science (for instance Young Researchers in Economy). The services of acceleration and incubation mean, first of all, classic consultations, mentoring support, closely related to other manners such as, for instance, matchmaking. In the case of educational services, both classic forms - training, workshop, seminars, as well as, those based on network solutions – e-learning - were applied.

3.2.4 Analysis of requirements related to personnel

Generally, the silhouette of a person engaged in the provision of services, whose inventory was taken, may be set out in the following manner:

- university education,
- general knowledge of issues related to entrepreneurship, regional development and external sources of entrepreneur support,
- good knowledge of the principles of innovation system functioning, in particular the offer of specialized business environment organizations,
- basic knowledge on project and innovations management in enterprises, legal issues most frequently encountered by entrepreneurs interested in innovation business,
- communication skills, ability to listen to and ask questions.

With reference to the individual services, the requirements related to the personnel were specified at the angle of detailed tasks to be exercised by a given person. Exemplary requirements to supplement the above features of the personnel to implement the individual services are presented in the table below.

Table 6. Requirements for personnel engaged in service provision

Scope of service	Personnel
information services	• good knowledge of regional policy of entrepreneurship support, innovation policy, • knowledge related to issues encountered by entrepreneurs in the field of business • wide knowledge related to external sources of financing available to entrepreneurs in general and innovation business • very good communication skills
consultation services	• knowledge and experience in the field of development strategy creation, innovation management

Scope of service	Personnel
	• wide knowledge in the scope of enterprise and project management, • very good communication skills, ability to ask open questions, knowledge of principles and experience in workshop running
financial services	• knowledge on available external financing sources and principles of their acquisition , • knowledge on principles of enterprises accounting in particular, related to the issues of subsidies and other external financing forms squaring up • expert knowledge related to subsidies granted along with other financial support provided within the services
research and development services	• knowledge of issues related to the cooperation between enterprises and R+D sector • mentoring and coaching skills, • wide knowledge related to research and development demand of regional enterprises
incubation and acceleration services	• expert knowledge on startup support programmes at least at the national level • broad general knowledge on startup businesses (creation, development, management, development stages etc.) • very good communication and teaching skills of persons who have no experience in the scope of business running • knowledge of local principles governing establishing of businesses and duties which charge enterprises • mentoring and coaching skills • good knowledge of start up scene and available support instruments
education services	• organizational skills • expert knowledge on training conducted • communication skills and ability to present efficiently issues discussed

3.2.5 Analysis of infrastructure necessary to provide services

The services provided most frequently have not required having an advanced technical infrastructure. In the case of information, financial and educational services, a standard equipped Office with the Internet available was most frequently sufficient, so that the potential service receivers could easily contact in a remote and direct way with the personnel. It is desirable for the entity which provides services to have an infrastructure in form of premises where consultations can be held. An important facility is, without doubt, having their own premises in which training or workshops may be conducted,

but this is not a necessary condition, because of common availability of such premises, which can be rented.

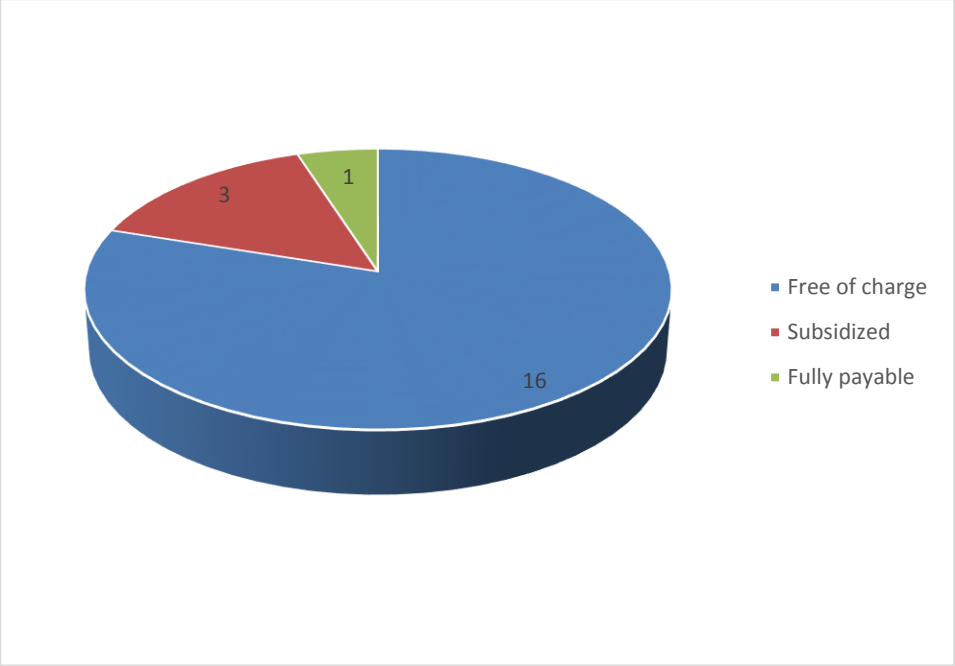
In case of some consultation services, (for instance Business Model Canvas, PRO INN, PRO TECH) a set of tools to be used during workshops are required. They are various types of logic matrices, tables and flashcards/posters.

The largest requirements when speaking about infrastructure, seem to originate from services in the field of incubation and acceleration and they assume, most frequently, the assurance of premises for work for those entrepreneurs who start their business. Of now, it is desirable for such places to ensure both closed premises for work (offices) as well as co-working space and seminar and training halls in which both business meetings of incubated entrepreneurs as well as training, workshops and other events organized by the incubator (accelerator) personnel are held.

3.2.6 Principles of payment for services

A decisive majority of services whose inventory was taken were provided to the users free of charge (16). Only one service (Intellectual Property Valuation) was completely payable, the others were financed on principles set out for public aid and *de minimis* aid.

Chart 11. Division of services according to payment



3.2.7 Result analysis

3.2.7.1. Number of receivers

The number of receivers of individual services in various states is very varied and dependent upon a few factors, in particular:

1) budget of the project or programme within which it is provided,
2) time provided for the project implementation,
3) degree of service's complexity,
4) nature of the project or programme.

These factors are closely related to each other and they interact with one another. For example, in the project with a larger budget, generally, a larger number of receivers is served although a factor of service complexity and the unit cost arising therefrom may not be excluded. For this reason, the number of receivers of the individual services is very varied, which is confirmed by the below list.

Table 7. Services and number of receivers

Scope of services	Name	Number of receivers	Notes
information	INKOR	186	years 2013 – 2014
	BARR information services	-	services of statutory nature, nor recorded
	Programme for Support Scheme by University Incubators - information and motivation workshops	1311	2015
	Support for the National Innovation Ecosystem	116	2013-2014
	Mentor Club	26	from 2013
	Intellectual Property Valuation	10	annual average
advisory	BMC	19	from 2014
	PRO INN	23	2012 - 2015
	PRO TECH	7	2012 – 2015
	Audit of development demand	29	2012
	Improve	6	from 2015
	INKOR	186	2013-2014
	Start:up	50	from 2014
	Support for the National Innovation Ecosystem	116	2013-2014
	Mentor Club	26	from 2013
	Innovation audit	37	from 2014
	Intellectual Property Valuation	10	annual average
financial	Innovative voucher	2500	2007-2011 and from 2015
	Start:up	7	from 2014
research and development	Demola	60	from 2013
	Young Researchers in Economy	251	2007-2010

Scope of services	Name	Number of receivers	Notes
	Support for the National Innovation Ecosystem	116	2013-2014
incubation and acceleration	Start:up	50	from 2014
	Programme for Support Scheme by University Incubators – newly created companies	10	2015
	Support for the National Innovation Ecosystem		2013-2014
education	Business School – persons	4 600	from 2013
	Young Researchers in Economy	403	2007-2010
	Training on Innovation Management	20	annual average from 2010
	Mentor Club	26	from 2013
	International Innovation Competition	45	Hungary, in the scale of the project 250

3.2.7.2. Analysis of services, corresponding to the real needs of the market and factors having an impact on efficiency of services

A wide scope of services provided allows to claim that they cover most of the crucial areas related to the functioning of enterprises. The data collected indicate that the receivers of services can get support, both in the field of simple information related, for instance, to the current competition for subsidies from UE, as well as in the field of very complicated research and development services or advisory services making it possible to introduce detailed changes in the field of production or providing services which may be converted into the strengthening of competitive position of the enterprise. However, it is difficult to determine explicitly to which extent these services are effective, in particular, with reference to the so-called soft results, which in the case of services of a pro-innovative nature may appear after a longer period of time.

Amongst the main acting factors:

- knowledge and experience of the person representing a specialised institution of business environment organization,
- knowledge and experience of service receiver,
- attitude of service receiver,
- knowledge and experience of an external expert (if one was engaged in the provision of services),

- interpersonal skills of the B.E.O. personnel (in particular, when the object of the service is to match business partners),
- financial resources of entrepreneur, in particular, in the situation when the service is partially or fully payable,
- the way of designing the service and the tool to be used for its provision,
- time of service provision and degree of its complexity,
- degree of matching the services to individual demands.

3.2.8. Summary, covering the indication of problem areas related to the innovation agency and their connection to conclusions from analyses of individual aspects of service provisions (3.2.1 – 3.2.7)

1. The results of research prove that a wide range of services and programmes to support innovativeness among entrepreneurs are available in the market, among young entrepreneurs included. The data acquired allow to claim that services provided by project partners and other institutions of business environment organizations are relatively easily available to young entrepreneurs interested in them. At the same time, it was found out that the offer dedicated to young entrepreneurs is still too narrow.

2. As a result of a sectional comparative analysis and conclusions, arising from the discussion during *peer learning* meetings, the following debatable areas were identified, which became a point of departure in the discussion on looking for manners of pro-innovative services development so as to match them better to the needs of young entrepreneurs:

The above-mentioned mentioned debatable areas are:

a) to collect data related to demand and expectations of young entrepreneurs,

b) to evaluate the efficiency of services provided,

c) to engage young entrepreneurs into the process of service provision,

d) tool and instruments used to provide services,

e) policy related to service provision.

Based on the above indicated debatable areas, two main problems were formulated of which one refers to system issues[27] and the other, that is maladjustment of the model of services provision to the demand of young entrepreneurs refers directly to the business of specialised business environment organization.

[27] Discussed in Chapter 2

Based thereon, the following detailed problems were defined:

1) Support in the field of innovativeness is too narrow and insufficiently personalised for young entrepreneurs

Young entrepreneurs, as has been underlined earlier, are a group with specific needs and therefore, requiring an individual approach. This personalised approach shall be manifested not only while constructing individual services or providing them, which is described below, but first of all shall have its reflection in the whole policy of service provision by a given innovativeness agency.

Based on the results of inventory taking, currently, we deal with a situation in which services for young entrepreneurs, if they are dedicated to this group at all, are provided independently on any other services in the portfolio of the organisation. In the case of young entrepreneurs, they distinguish themselves from mature entrepreneurs by, first of all, needed support when entering the market, and only then, focus on the innovativeness of the offer. A young entrepreneur requires a complex support which may be ensured only by constructing a package of services to support their development based on innovations. Already at an early stage of contacts with the innovation agency, a young entrepreneur shall become aware that this entity will be able (using its own resources and external experts, as well) to carry them through all the stages of innovation launching in their firms.

Already in the early stages of contact with the agency innovation, young entrepreneurs should the particular institution will be able (by itself or in the cooperation with external experts) to accomplish all the stages of implementation of innovation in his company.

2) Inefficient communication between specialised business environment organisations and young entrepreneurs

Efficient communication between innovation agencies and young entrepreneurs makes up one of the success factors for the cooperation started. What is to be understood under the notion of efficient communication? First of all, it means staying within the range of the same notions, this in turn is a derivative of good knowledge by the specialised business environment organisation of not only industry group but also generation group from which the responder originates. A conversation should be conducted differently with an entrepreneur whose first business experience comes from the early 1990s (in Central Eastern Europe, this was the period of system transformation which also adds to the specific nature of this group), and differently with a young entrepreneur under 30, who has only started to acquire their first business experience, and at the same time, finds it easy to use electronic media and has a good command of foreign languages, which gives them a better access to new business models applied in Europe and worldwide.

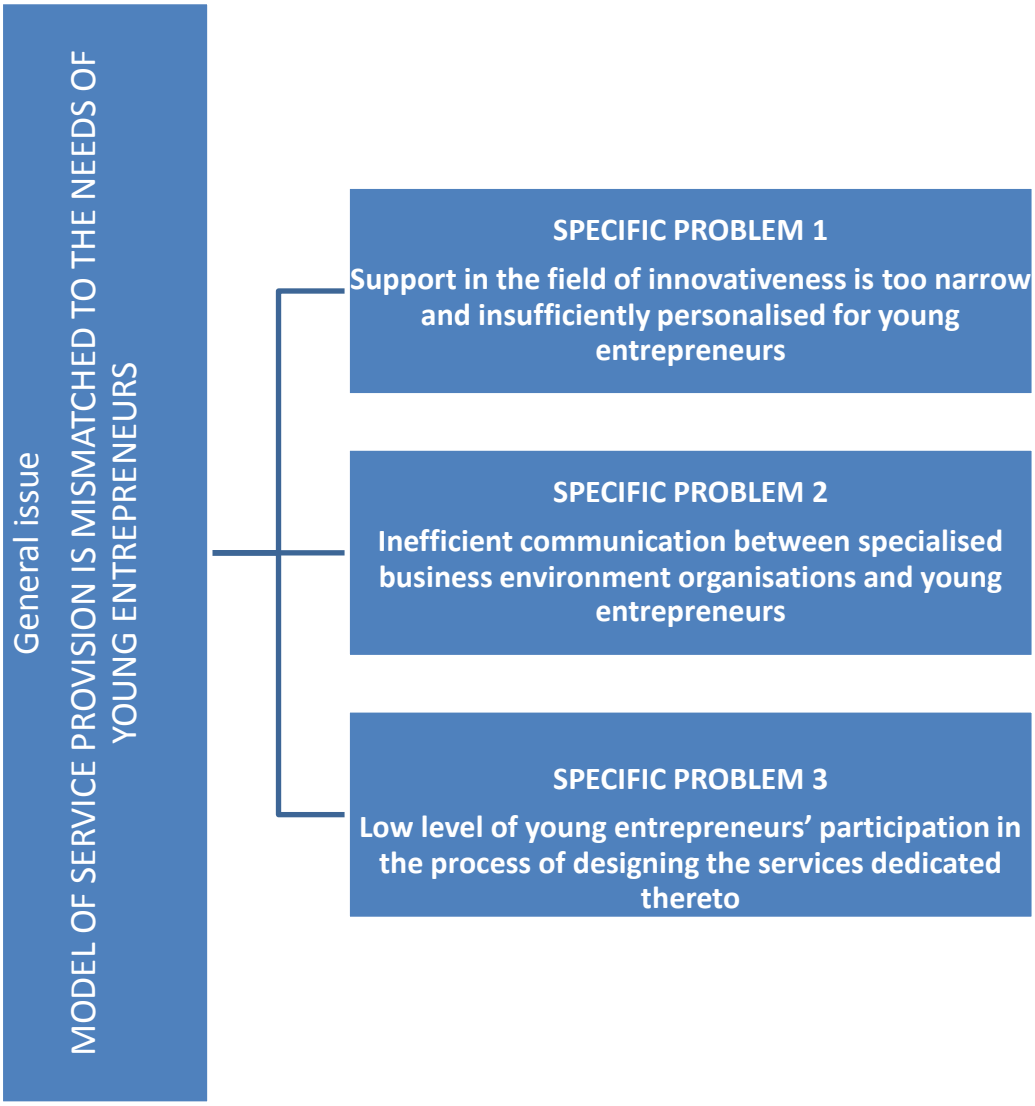
As can be seen from the above presented comparative analysis of services and programmes, the communication between innovation agencies and young entrepreneurs runs most frequently in a very traditional manner i.e. a young entrepreneur is treated equally with the others, and most frequently is under the care of the same person who handles experienced entrepreneur running mature firms. On one hand, such approach has it that through the intermediary of an innovation agency personnel such a young entrepreneur may gain access to the experience of older entrepreneurs, mostly with more seniority in the industry, but, on the other hand there is a real threat that the consultant could suggest solutions that fail to match the business development stage and the way of thinking of the young entrepreneur.

3) Low level of young entrepreneurs' participation in the process of designing the services dedicated thereto

A model of services mismatched to the needs of young entrepreneurs is also a derivative of issues related to communication problems. In the researched sample (Inventory report), there are services of a universal nature or else applied at least in a big part of the SMEs sector, although they also include large enterprises. Similarly to the product professionally prepared and offered by the enterprise, the service provided by the innovation agency on principle shall be customised to the group to which it is addressed. This shall refer *de facto* to all the entrepreneurs' groups covered by the innovation support agency but shall refer in particular to young entrepreneurs. These are the firms that because of insufficient expertise of the owners and their most frequently limited financial and technical resources are less resistant to possible failures than well-established firms.

The source of the issue described is insignificant engagement of young entrepreneurs in the process of pro-innovation service creation. It results from the observation and also from the partners' experience that at the stage of service designing, the entrepreneurs are invited to participate in consultations but the verification as to whether the given tool is actually efficient is the missing link. This results most frequently from omitting the stage of testing the model on a representative group of entrepreneurs.

Figure 6. General issue and specific problems related to the activities of innovation agency and other specialised business environment organisations in the area of innovativeness support for young entrepreneurs



Chapter 4. Recommendations

4.1. System recommendations

The first group are the so-called system recommendations related to the innovation system of various ranges in general. Such division was determined as the innovativeness support amongst young entrepreneurs on the one hand is dependent upon the quality of functioning and competence of the entities with which they directly get in contact (for instance innovation agencies) and on the other hand, to a large degree, on the efficiency of the whole system's functioning.

Attention was paid to three areas in relation to the whole system in the description of issues to which the response is made up by the below given recommendations:

- competence in the field of servicing young entrepreneurs of individual actors of the system, through mutual exchange of knowledge and experience,
- involving young entrepreneurs in services of innovation system, in particular in the research and pro-innovation services,
- evaluation of the effectiveness of services provided to young entrepreneurs by innovation system organisations,
- developing EU wide schemes implemented on national level targetting at the same time innovation capacities and business opportunities amongst young people.

4.1.1 RECOMMENDATION 1: "You teach me, I teach you"

The recommendation is a response to the issue of no communication platform addressed to entities of innovation system which would facilitate the exchange of information, knowledge and experience in the field of young entrepreneurs innovativeness support.

Objective: to improve the communication between innovation system entities by the application of instruments, serving to exchange information, experience and knowledge.

Justification: Exchange of knowledge and experience between entities, acting for the purpose of implementation of mutual objectives make up one of the most important self-education tools of a group. Peer learning meetings, an analysis of case studies, an analysis of successes and failures ensure an increase in the system competence but most importantly, they help entrepreneurs to implement the innovations which reduce the probability of failures in the future. For this reason, it is extremely important for the system which gathers innovation support organisations amongst young entrepreneurs to have a set of instruments which are jointly known as communication platform. For the efficiency of the solution suggested below, it is essential to understand that no innovation system organisation, acting for young entrepreneurs can create individual solutions. This is the role of

innovation system and only such an attitude will make possible the improvement of the current situation.

Suggested solution: The description of the suggested solution shall start from a definition of the notion of communication platform which appears both in the description of the issue and also in the justification of the recommendation. The communication platform is understood in this document as a set of various instruments which facilitate an efficient exchange of knowledge and experience between partners creating the innovation system. The instruments mentioned are: BarCamps, business lunches/dinners, Startup Weekends, etc. In other words, these are instruments which facilitate a "live" exchange of knowledge and experience among participants but can also or even should lead to working out new solutions (as in the case of Startup Weekends, for instance). It is important for the participants of the meetings to share not only the history of their successes or advantageous experience but also that of failures.

Various meetings should be supplemented by a virtual tool in the form of a specific Internet portal addressed to innovation system actors, where reports, results of meetings, developed case studies and contact databases etc. could be stored.

The internal policy of the innovation system organization is also crucial for the success of this solution. The communication platform will not act correctly if it is not co-created by those who use it. This results from the fact that the information to be transferred through it will originate from the personnel of organisations in the system.

4.1.2 RECOMMENDATION 2: "Pro-innovation research and services – why are they worth using?"

The recommendation is a response to the issue of insignificant involvement of young entrepreneurs in the acquisition of research results and in the general support from the entities which create the innovation system for the needs being run thereby.

Objective: Increase of research and pro-innovation services in the development of firms run by young entrepreneurs.

Justification: Starting business of an innovative nature is a crucial factor for building knowledge-based economy. Depending on the type of innovation (technological, organizational, process), it is possible to apply various support instruments. In the case of organisational and process innovations, quite frequently it would be sufficient to use only the services of a pro-innovative nature. Technological innovations require most frequently a more profound analysis in the form of research, which in the case of micro-enterprises which have no R+D departments, is commissioned with contractors. Unfortunately, the interest in research and pro-innovative services is still at a low level (see:

description of the problem, page 22). That is why it is necessary to implement an effective system of education and information which will educate young entrepreneurs in the fields related to business innovation, and, by the same, will facilitate information on the current innovation system offer in this field to those already prepared.

Suggested solution: The system of education and information, making up the main product which would be created as a result of this recommendation being implemented actually plays a secondary role. It is the incentive system that has it that a young entrepreneur would be ready to avail themselves of the available educative and information tool.

One of the main barriers indicated by young entrepreneurs are the costs of running business. One of the incentives to use the education system could be therefore, periodic discounts related to business (for instance reduction in tax charges) granted in the form of a *de minimis* aid, reduction of fees for administrative deeds etc). At the further stage, or else while applying for external support from public resources to implement innovative solutions, a young entrepreneur could be treated preferentially while submitting an application for a subsidy. These preferences could potentially mean being granted a larger number of points while having one's application evaluated, on condition that one's knowledge is documented, for instance in the field of innovation management (or any other knowledge area if it would be justified in the case).

The educational and information system itself shall be so constructed that it is an incentive in itself for an entrepreneur. This means that using this system should be easy, it should not cause additional charges such as the necessity to bear costs and spend time on commuting. An ideal solution seems to be an interactive e-training which would make up an integral part of the educational and information platform. The training would have a few versions, depending upon the industry represented by the young entrepreneur. The training would be prepared on two levels i.e. a basic one – free of charge for the young entrepreneur, and a premium one (advanced knowledge) – for a fee, also for young entrepreneurs. The participation in the premium type training shall be gratified, for instance, in the form of extra points at the stage of the evaluation of application.

An example of a scope of basic training:

- advantages, resulting from the introduction of innovation in the enterprise,
- innovation management in an enterprise, tax issues included,
- intellectual, industrial rights and copyrights,
- general knowledge related to the functioning of innovation system.

Besides e-training, a complex offer of innovation system would be available on this platform, covering the information on currently available sources of financing, pro-innovative services and innovation system offers in general.

4.1.3 RECOMMENDATION 3: "Testing the system's efficiency"

This recommendation is a response to an issue of insufficient frequency and regularity of efficiency testing related to services addressed to young entrepreneurs provided by innovation support system entities.

Objective: Quality improvement of services provided to young entrepreneurs.

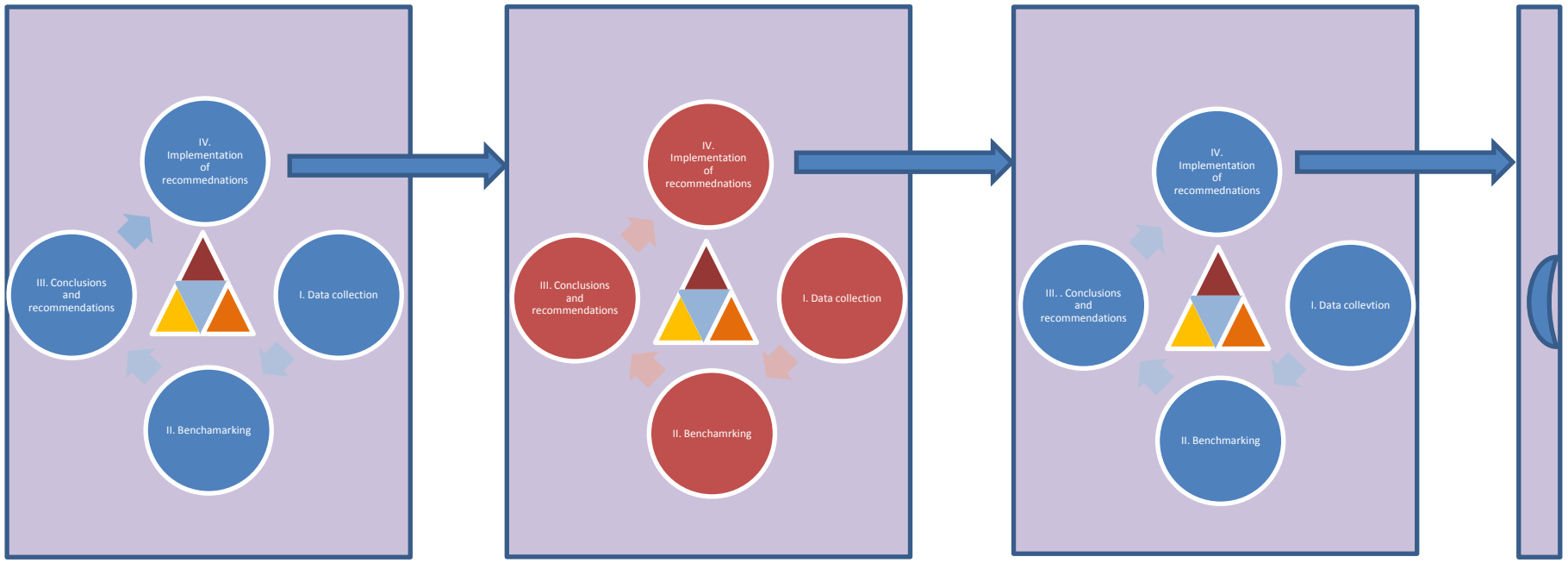
Justification: Young entrepreneurs are a dynamic environment because new players keep coming to it, and, at the same time, those who are not in it anymore due to the age barrier have to leave it. That is why it is very important for the system to evaluate the efficiency of the pro-innovative services provided, which, in consequence, will be translated into its efficient acting, adjusted to the needs of the target group.

Suggested solution: The suggested solution refers to the commonly applied mechanisms of efficiency testing. It assumes the conduct of a multi-stage process of efficiency evaluation whose consequence would be the preparation of recommendation, serving to improve pro-innovation services to young entrepreneurs provided by institutions which act within the individual system sectors. Such tests would be held horizontally, independently upon the research conducted by individual business environment organisations and their products.

An increase in the efficiency of tests conducted will be the result of: (1) keeping up the regularity of tests, (2) complexity of tests, i.e. covering by tests all organizations belonging to the young entrepreneur innovation support system (3) focussing on final effects in enterprises covered by the support.

The resources for the evaluation of the efficiency of services provided should originate, first of all, from the budgets of entities which are responsible for the coordination of the whole innovation system operation, depending on the level at which a given system is tested (central authorities, regional authorities, local self-governments). Whereby, to assure economic and rational expenditures of public resources, the tests at higher levels (for instance national level), should be grounded on the test results received at the lower level (for instance, regional or local, depending upon the administrative structure of a given state. Thus, this would require an implementation of standardised evaluation tools which will assure getting comparative data. Apart from savings of costs, such a solution will limit time-related charges referred to the transfer of data by entrepreneurs.

Figure 7. An example of process model related to pro-innovative service efficiency testing for young entrepreneurs in subsequent periods



“t 0” **„t +1”** **“t +2”**

t 0 – first period of collecting data to measure efficiency

t + 1, t + 2 – subsequent periods of collecting data to measure efficiency

Source: Own study

On principle, they will have to participate only in testing on the lowest level, whereas on the higher level only on condition of being selected to test group representative for a given region. The representative test group would be appointed for the needs of verification of the correctness related to the trends found out and recommendations defined at the lower levels.

In the description of the issue to which the said recommendation is a response, attention was drawn to the fact that evaluation tests are conducted by various organisations, frequently originating from inside the system. The test results obtained in such a way shall not be neglected, although that shall be treated with an appropriate reserve, keeping in mind the fact that they are conducted by entities interested in their positive result. To obtain results as objective as possible, in such efficiency tests related to providing pro-innovative services to young entrepreneurs, one shall aim at the corresponding evaluation to be carried out by a specialised external entity.

Another crucial aspect of raising the efficiency of providing pro-innovative services to young entrepreneurs is the implementation of recommendations, originating from tests. All entities, functioning within the innovation system should be interested in improving the quality of services provided in correction of errors based on recommendations, arising from tests. Therefore, the entities responsible for managing the whole system shall conduct energetic activities leading to the individual entities complying with recommendations obtained in consequence of tests. At this point, the said recommendation matches perfectly the recommendation dedicated to the issue of communication platform implementation. The very instruments of this platform shall be used to disseminate the knowledge related to post-evaluation recommendations.

To sum up, it needs emphasizing again that among factors crucial for the increased quality of providing pro-innovative services to young entrepreneurs and by the same to the whole system are the frequency and regularity of conducted tests of their efficiency. Just as it is easy to define regularity, which is a universal notion and should result from the culture of the innovation system organisation and the entities that form it, so the frequency has a much more subjective nature. The frequency of the cycle of testing the efficiency of services shall be adjusted to the size of the system, its potential, technical and organisational possibilities. It is necessary to take into account the fact that the implementation of a well-functioning solution in the scope of services efficiency evaluation may not cause any disruptions in the normal functioning of the system itself, nor impose excessively large charges on young entrepreneurs, availing themselves of these services. The principle that tests shall be conducted more frequently on the lower level of the system than on the higher ones can be considered universal.

4.1.4 Summary of system recommendations

The above recommendations indicate the directions for the improvement of innovation systems addressed to young entrepreneurs. They assume combining different services into packages, which up to now have been used separately or have been addressed to other target receivers. Furthermore, they assume the need to personalise e-learning training. These are new solutions which have no counterparts in the markets of project partners' states, hence, it is not possible to indicate similar service providing models which have already been functioning.

4.2 Recommendations for specialized business supporting institutions

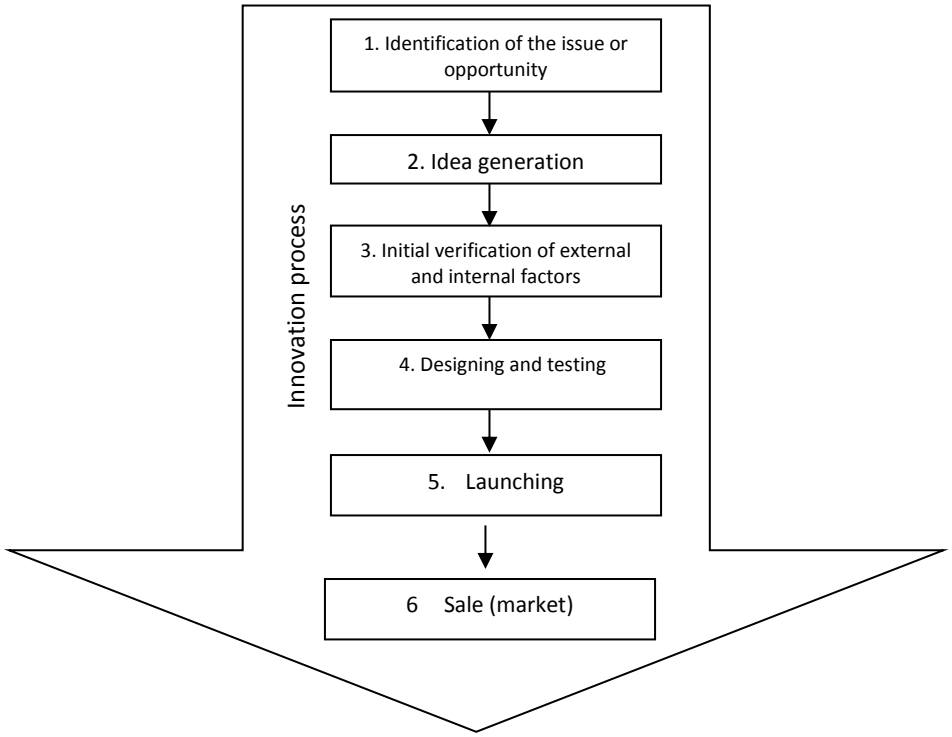
4.2.1 RECOMMENDATION 1 "Small steps towards great objectives"

This recommendation is a response to an insufficiently complex or not personalised enough approach to young entrepreneurs in the scope of their innovations support.

Objective: Improvement of adjustment of pro-innovation services addressed to young entrepreneurs by provision of complex support which covers all stages of innovation launching in an enterprise.

Justification: Innovations in enterprises are a factor with a crucial impact on building competitive prevalence, they translate also into a growth in the value of their assets and the generally understood modernity. The process of launching innovations in enterprises always has a complex nature[28], and its proper implementation is essential for obtaining a positive final effect. For this reason, it is also important for young entrepreneurs to have access to a complex support at each stage of the innovation launching process.

Figure 8. Stages of innovation process



Source: A. Czupryna-Nowak, Heuristic methods in the process of innovation launching, Series: Organisation and Management, Book 57, Subsequent no. 1847, 2011[29]

[28] Innovation portal: http://www.pi.gov.pl/Firma/chapter_95075.asp, (21.10.2016)

[29] https://www.google.pl/url?sa=t&rct=j&q=&esrc=s&source=web&cd=3&ved=0ahUKEwjztKaxyevPAhVBaxQKHYyJCp0QFggxMAI&url=http%3A%2F%2Fwww.woiz.polsl.pl%2Fznwoiz%2FCzuprynaA_kor2.doc&usg=AFQjCNFmGlwR4Rrt3zIlG67r_1sWF6IrVA&cad=rja

Suggested solution: Innovation agencies which address their offer to young entrepreneurs shall create services of module nature which would cover subsequent stages of innovation process. At the same time, it is not necessary to create completely new services for the needs of this recommendation to be implemented. It is sufficient to start from taking a precise inventory and to consider how to join logically the services available, so as to obtain the anticipated effect which will be the complex support granted to a young entrepreneur.

A module service shall be constructed in such a way that, on the one hand, it is universal, and on the other hand, it corresponds to the needs of a given young entrepreneur as efficiently as possible. The universality of a service is to consist in the fact that, once designed, it can be applied for the needs of servicing young entrepreneurs, representing various industries and different scope of needs in the field of innovativeness support. Its personalisation, in turn, is to consist in the fact that on individual stages of innovation process, an innovation agency can choose from various types of services or partial methods which will be most appropriate already for the given young entrepreneur.

Let the stage which is defined as idea generation be the example. This is the stage which requires an extremely creative approach whose effect is the suggestion of new or significantly upgraded solutions (of products or services) as only such may be deemed innovative in relation to others already present in a given market. Thus, various heuristic methods seem ideal in this case, among which there are: brainstorming, Delphi method, screenplay and questionnaire methods.

In a well-constructed module service, many from among the above-mentioned methods shall be subordinated to the stage of idea generation. Their application would be dependent upon the young entrepreneur's needs.

Creating module services requires from a given organisation its opening to the cooperation with external experts understood both as natural but also legal persons. There is no chance for a given innovation agency to have in its resources all possible competences. Therefore, the module service shall not only affect the improvement of functioning and effectiveness of innovativeness support by the innovation agency which the young entrepreneur has chosen. At the same time, it will influence the whole innovation system through the generation of cooperation links between the entities which create it. A far-reaching effect of such an approach shall be the specialisation of innovation agencies and other specialised business environment organizations, leading to a further professionalization of the whole system.

While designing a module service, it is also important for each subsequent stage of innovation process to end with an entrepreneur's decision as to whether they intend to continue the process of innovation

launching. This means that the service shall be properly and precisely assessed[30], taking into consideration the right of the entrepreneur to withdraw at any stage.

Necessary resources and estimated costs of recommendation's launching: The basic resource necessary to implement the suggested model in an efficient way is obviously a properly trained personnel. They should have the skills and experience in the field of individual tasks to be implemented in the individual modules. When speaking about technical and organizational resources necessary to be engaged, they will be dependent upon the complexity degree of the service provided, but first of all, on the problem itself. In the case of simple organizational innovations, most of the time it will be sufficient to use standard instruments applied during workshops, basic computer hardware, premises to carry out the work, etc. However, in the case of complicated services with the aim to implement an innovative product or technology, apart from the above-mentioned elements, for instance, there will also be a need for a laboratory or premises to carry out the necessary research and develop the prototype model, or instruments to test out usability (UX), etc. The characteristics of the personnel and of the organisational and technical resources, corresponding to individual modules are given in the table below. Both the catalogue of personnel features and specification of other resources shall be treated as open.

Table 8. Personnel qualifications and technical as well s organisational resources suggested while implementing the "Small steps towards great objectives" recommendation

Module	Personnel	Technical and organizational resources
Identification of the problem or opportunity	- knowledge of problem identification methods and market demand research methods, used, for instance, when drawing up strategic documents, - knowledge of issues related to the industry to which the service refers, - creativity, communication skills, ability to ask questions, desired mentoring and coaching skills	- premises to work with the entrepreneur, - workshop tools (flipchart, interactive boards, a projector), - standard computers with internet access, - in case of using specific methodologies (such as BMC), tools necessary for a session with the entrepreneur (matrices, boards, etc.)

[30] The use of the term "service assessment" does not mean an assumption that each time it will be payable to the young entrepreneur. On the contrary, innovation agencies shall strive at acquiring external financing for the services provided to young entrepreneurs, so as to assist them in launching ambitious and innovative projects in the best possible way.

Module	Personnel	Technical and organizational resources
Idea generation	- knowledge of heuristic methods, discussed in the recommendation's description, - creativity, communication skills, ability to ask questions, desired mentoring and coaching skills	- premises to work with the entrepreneur, - workshop tools (flipchart, interactive boards, a projector) and others, if required by the method applied, - standard computers with internet access,
Initial verification of external or internal potentials	- analytical skills and knowledge of analytical methods, - communication skills,	- premises to work with the entrepreneur, - standard computers with internet access, - databases (for example, of statistical data),
Designing and testing	- expert knowledge related to the work conducted, consisting in designing and constructing of prototypes, - knowledge of methods to carry out user tests, - experience in the industry, - creativity, communication skills.	- premises to work with the entrepreneur, - standard computers with internet access, - access to specialist software (for instance CAD), - laboratory, - workshop.
Launching	- experience in the industry, - knowledge of offers of entities specialising in launching consultations, - knowledge of venture capital offers	- premises to work with the entrepreneur, - standard computers with internet access, - in selected cases, access to specialist software (for example, for financial analysis)
Sale (market)	- experience in the industry, - ability to prepare marketing or sales strategies that correspond to the specific product or service, - ability to conduct market analyses.	- premises to work with the entrepreneur, - standard computers with internet access, - in selected cases, access to specialist software (for example, for financial analysis)

In consequence of a complex nature of module services, it is not possible to indicate precise amounts, which will probably range from a few up to a few dozens, and in the case it is necessary to engage highly specialised resources (laboratories, workshops), even a few hundred thousand euro. An example here can be the services launched in the "DESIGN THINKING WORKSPACE - Workshop of Quick Prototyping" project, launched within Priority 8 "Regional economy staff" Action 8.2. "Transfer of knowledge", Sub-action 8.2.1 "Support to cooperation of scientific zone". The project assumed launching based on the Design Thinking methods, which in its classic form consists in the following stages:

Understanding → Observing → Defining → Thinking out →
→ Prototyping → Testing[31]

Providing services for an entrepreneur based on the above shown model, without the costs of consultation at the stage of launching and sale, amounted to about 10 000 EUR.

4.2.2 RECOMMENDATION 2: "Let's Talk!"

This recommendation is a response to the problem of insufficient communication between innovation agencies and other specialised business environment organisations and young entrepreneurs.

Objective: Improved matching of pro-innovative services provided through individualisation of the cooperation process between an innovation agency and a young entrepreneur

Justification: Independently on how great benefits may be brought about by the use of innovation agencies' services, a young entrepreneur will never find out about them if they are not informed thereof. This does not refer to general information given earlier in the context of recommendations for the creation of a communication platform inside the communication system from which the entrepreneur could also avail themselves. This statement refers to the case in which the entrepreneur, having become generally familiar with the offer of the system, comes to an innovation agency and expects support from its personnel in the field of innovation launching process. This can be the key moment in which the decision is taken as to whether this young owner of a firm, struggling with the dilemma of investing its insufficient financial resources into an innovative solution makes up their mind. For this reason, it is so important for the contact to take place with a person well-prepared for the talk not only with the entrepreneur understood as a person who runs business (and thus from the formal and legal point of view a person from the group of very young up to very mature persons) but just with a young entrepreneur. Good information management during contacts between an

[31] http://pro.shopa.eu/

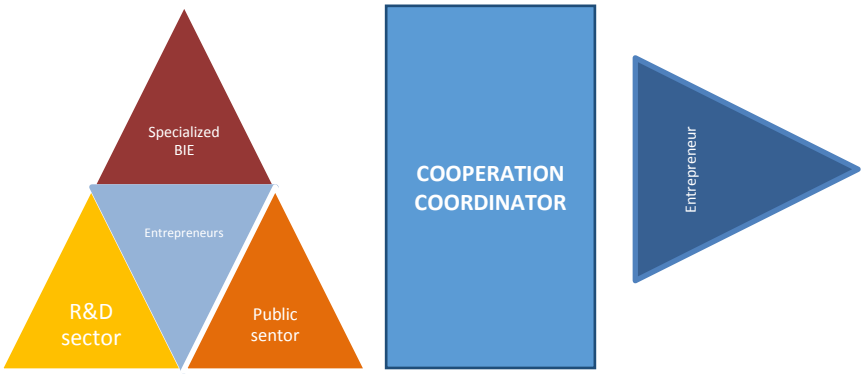
innovation agency and a young entrepreneur will also result in a better matching of the provided pro-innovative services to the receiver's demands.

Suggested solution: Innovations agencies, designing their policy of communicating with receivers of their services shall use the experience of the entrepreneurs they cooperate with. Managers of firms know perfectly well that the fulfilment of client expectations is possible only and exclusively when the firm understands their needs well and in response, prepares an offer that corresponds to their needs. In enterprises, this issue is solved by the creation of positions in customer service departments, in which positions of account managers, assistants, support coordinators, etc. (named depending upon the organization) are created. These employees may be divided, depending upon the types of clients they serve, i.e. in individual clients, network clients, key accounts, etc. The necessity to specialise the persons employed in the customer service department arises from the needs of a given organization, client structure, organizational potential, etc.

Similarly, those employed in innovation agencies and other business environment entities shall be specialised not only in the branch but also with regard to the receiver of pro-innovative services. One of the types of receivers are young entrepreneurs who, as mentioned earlier make up a group with specific requirements, that is why at the moment they contact an innovation agency, they should be directed to a person who is properly prepared to talk to them, who can be referred to as a cooperation coordinator.

It shall be borne in mind that the contact with a cooperation coordinator does not only mean entering into a relation with a single innovation agency but, referring to the above-described module model of providing services, with the whole innovation system. One of the cooperation coordinator's tasks will be advising a young entrepreneur which service, or even services of a given actor in the innovation system, they shall be using.

Figure 9. Model of cooperation



Source: Own study

A properly prepared cooperation coordinator shall handle not only the young entrepreneurs who contact an innovation agency on their own, but also on the initiative of their own organization, they should identify the entrepreneurs who potentially qualify to be supported by the innovation agency, and then, strive at initiating contacts with them and in the case of a positive response, maintain them.

Furthermore, a coordinator shall have appropriate qualifications, making it possible for them to define entrepreneurs' needs in the field of innovation cooperation, and moreover, they should also be prepared to make young entrepreneurs aware of their needs when due to their lack of experience, they may not have noticed that some areas of their business require to be improved.

A good cooperation coordinator shall have both the professional qualifications and appropriate qualities and skills. Examples of these are given in the below table:

Table 9. Examples of professional qualifications, personal qualities and skills of a cooperation coordinator

COOPERATION COORDINATOR	
PROFESSIONAL QUALIFICATIONS	**PERSONAL QUALITIES AND SKILLS**
Experience in customer service and customer acquisition	Listening and observation skills
Experience in conducting business talks, with managers of enterprises included	ability to ask open questions
Knowledge of innovation system in which the agency functions, and of issues related to launching innovations, technology transfer, intellectual property rights	communication skills, informal relations included
Knowledge of young entrepreneurs specificity	ability to work under stress

Owing to cooperation coordinators being engaged in innovation agencies' structures, both individual agencies and the whole system will improve their communication with young entrepreneurs which will translate into an improvement in the quality of services provided and their effectiveness. It is important for organizations within the system to have at least two animators.

Necessary resources and estimated costs of recommendation's launching: Again, the key resource in launching the said recommendation is the personnel whose features have been presented above in details. To disseminate the knowledge on the services, it is recommended to conduct a professional marketing campaign. Depending upon the degree of the personnel's preparation, persons who are to fulfil the function of animators may also be referred to specialised training.

The costs of bringing the recommendations into life are estimated based on action model of business environment organization presented in the below given tables. The costs were calculated based on the rates applied in Poland between 2013 and 2014.

Table 10 Estimated costs of launching the "Let's talk" Recommendation

Type of expenses	Minimum amount	Maximum amount*	Comments
Monthly costs of one cooperation animator's work	≈ 1.6 K euro	≈ 3.4 K euro	The cost covers: • animator's remuneration (Polish rates) • costs of commuting (up to 10 entrepreneurs) • organization cost of meeting with entrepreneurs (other than commuting) • maintaining in work positions (overhead costs of the organization)
Promotional campaign	≈ 2 K euro	≈ 7 K euro	The minimum cost covers: • Concept together with visual creation • Internet campaign • materials, such as visiting cards, leaflets, folders with good practice etc. • Maximum cost additionally covers: • press release • press briefing
Coordinator's training	≈ 400 euro		Cost of training for 2 cooperation coordinators

4.2.3 RECOMMENDATION 3: "Standardized does not always mean best"

The recommendation is the response to the problem of the under-engagement of young entrepreneurs in the process of pro-innovative designing provided by the innovation agencies.

Objective: The improvement of matching pro-innovative services to the expectations of receivers through engagement of young entrepreneurs at various stages of their designing.

Justification: In business, in particular, based on needs on products or services addressed to the whole groups of receivers and not only carried out for the needs of individual clients, it is very important for

their universal scope to correspond, at the same time, to the individual demands. Therefore, it is important for the whole process of designing and improving to engage actively the final receivers.

Suggested solution: The process of designing or improving of pro-innovative services shall be close to the process of innovation launching in an enterprise. That is why the operation model over a new pro-innovative service, adopted for the needs of this recommendation, covers to a large degree the innovative process earlier referred to.

The process of pro-innovative service designing for young entrepreneurs, similarly as in the case of other services, shall be composed of the following stages: research on their needs, creation of a list of instruments which can be applied, drawing up a model of services, testing, correction, testing, launching the final service.

The practice shows that entrepreneurs, young ones included, are engaged in the process of service, designing at the stage of research of their needs and during testing. It is necessary to try to incorporate in particular young entrepreneurs into the process of services forming at other stages, for instance forming the lists of instruments possible to be applied or drawing up the service model itself.

Encouraging the entrepreneurs to participate actively in the works over new services or the improvement of those existing is a difficult task as it requires from them investing their time into the activities which in a short period of time may bring no measurable benefits. Therefore, it is necessary to undertake appropriate mentoring activities, which shall engage cooperation coordinators characterized in the previous recommendation. They shall underline the benefits, coming from the engagement into the process of new services creation which are to serve their entrepreneurs.

A probable solution is to invite entrepreneurs to take part in workshops with the purpose of teaching young entrepreneurs how to design a new product or services for their clients in an effective way based on an example of designing services of pro-innovative nature. On the one hand, young entrepreneurs would obtain a universal knowledge on drawing up and launching new products, on the other hand the innovation agency would obtain detailed knowledge related to the tendencies for designing new services and, in particular cases, even a ready made service.

Such an approach causes the complementing nature of the said recommendation to the system recommendation which refers to increasing interest of the entrepreneurs in the services offered by the innovation system.

The services so designed as indicated in the justification to the recommendation shall, on the one hand, be universal i.e. respond to the needs of the group and, on the other hand, be so personalized as to fulfil the expectations of the individual receivers.

Necessary resources and estimated costs of putting the recommendation into life: For a subsequent time, at the first position, well qualified personnel i.e. having at the same time wide knowledge and practical skills shall be placed. In consequence of the fact, that this recommendation with its concept refers to the previous[32] ones, the people engaged into its putting into life shall have the qualifications earlier described[33]. In the suggested solution, the task to encourage young entrepreneurs to take part in designing the service was stressed. Thus, it seems that the key role shall be given in this case to the cooperation coordinators.

Speaking about technical and organizational resources, the entity which puts the recommendation into life shall have at its disposal at least: technical background, covering the basic computer hardware, premises or workshop halls, tools to be used during workshop works.

The costs of recommendation putting into life will differ and be dependent upon the scope of works which the organization will adopt while drawing up the services. If it covers all the above cited phases or else from the research of the needs up to launching the final service, then, we can expect costs approaching 7 to 10 thousand euro. The cost refers to the value of the earlier mentioned services which were provided within the project "DESIGN THINKING WORKSPACE – Workshop of Quick Prototyping" with the reservation, that prototyping will be replaced by the new service model drawing up. The assessment of the new service model drawing up was based on estimative costs of startup weekend event organizing which, depending upon the number of participants starts from 3 K euro.

Next steps

One of the goals of „Young and Innovative" was to rise the knowledge level of each 4 Partners through the exchange of experience in the peer learning meetings and remote contacts. The inventory provided at the begening of the project allowed the consortium members to look at their own offer and the offer of whole innovation systems from the new point of view. Peer learning meetings have additionaly enlarged their knowledge concerning the innovations systems in other states. It has given the opportunity to find similarities but what is even more important differences. These similiarities and contrasts between Partners' experiences in the field of supporting young entrepreneurs led to the development of above recommendations.

The next step on the way to improve the innovation system in the states and regions of Partners' origin in the first line but next also in the third parties countries is the dissemination of the project results. Due to this The DOP, as it was assumed at the very begeining, will be disseminated among different institutions which support the innovativeness of young entrepreneurs. However the key issue is to

[32] 4.2.1. The recommendation "Small steps towards great objects" and 4.2.2. The recommendation "Let's talk"
[33] Table no 8 and Table no 9

implement the recommendations and not only to disseminate them within the group of stakeholders. Therefore each of four Partners will go to great lenghts in order to implement suggested solutions.

It needs to be emphasized that in the field of systemic recommenations the consortium Partners can commit that every needed steps will be undertaken to deliver them to innvation policy makers who are empowered to appeal to the whole innovation system. Another possible action is to promote the recommednations among stakeholders by talking about them during different meetings and other events.

The situation is completely different if we consider the recommendations for specialized business environment institutions. They have been developed through the analysis of services delivered by the consortium Partners. Their aim is to improve the quality of Partners' services. Therefore in the next step after the termination of the project Partners are going to have a try to implement the recommedations and test them on the group of young entrepreneurs.

It needs to be emphasized that all Partners while delivering services for different than pointed in the project audience groups use solutions similar to those which are described in the recommendations.

Torun Regional Development Agency & Bydgoszcz Regional Development Agency

In case of both Partners from Poland recommendations already have been integrated or will be integrated. For instance both organizations have establihed within their structures counterparts to the cooperation managers as both of them have implemented the INKOR project. Further steps will be undertaken in the near future.

Central Transdanubian Innovation Agency

Rrecommendations have been directly integrated to the services provided by this Partner. Their youth exchange services have been widened along tailor-made consultancy and knowledge exchange approaches. This service developement has been shared as a good practice within the Columbus (Erasmus for Young Entrepreneurs) consortium. The running IP evaluation and R&D validation services have been further developed by dedicated young entreprenuer development consultancy.

Technology Park of Lubljana

Selected recommendations discussed and developed by partners of Young Innovative project have been integrated and implemented within a mix of services TPLJ provides as an leading regional ecosystem for commercialization of technology: in a process of further development and execution of tailor made national programs for fast development of ideas and startups as well as programs supporting growing startups and SMEs in testing and adapting their business model to target markets. Additionally, TPLJ provides services to regional development entities in implementation of customized business incubators and technology parks, thus several of identified practices and recommendations

could be integrated in a process of knowledge and practice transfer and setting support programs for young population - students and researchers.

Due to the fact that the recommendations are based on the solutions verified by the Partners or other entities their further deployment should end successfully. In the opinion of DOP's authors this is the only way, that is by showing the real effectiveness of recommenadtions, to rise the probability of effective dissemination and exploitation among other stakeholders.

Summary

Consultations on innovativeness are an extremely difficult task. Properly conducted service will dynamise the development of the enterprise and after some time turn out to be the key factor of its market success. The consequence of low quality service may be a reduction in the enterprise capacity to compete efficiently in the market and in an extreme case even its going bankrupt. A particular group in this context are firms of young entrepreneurs which, as mentioned earlier, most frequently have fewer staff personnel, organizational and first of all, financial potential and are particularly exposed to possible negative effects of wrong advising related to the launching of innovative solutions. The same entrepreneurs, because of their insignificant experience need at the same time an encouragement to put into life their own, sometimes crazy ideas. For this reason the efficient aid provided to them by specialized business environment entities is so important. Even the best entity cited in the preceding sentence will not be in a position to conduct its mission at the highest possible level if no cohesive and efficient innovative system supports it.

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11. How to sell those who does not communicate the demand
12. Model of Performance for Buisiness Environment Institutions

RECOMMENDED READING:

1. Innovation Union Scoreboard 2015
2. Young SMEs Policy Document

LIST OF TABLES, PICTURES AND FIGURES:

TABLES:

FIGURES:

CHARTS:

ANNEX:

1. The Inventory Report

INTRODUCTION

In this report we present the results of assessment research which focused on services supporting innovations provided by different business environment institutions involved in the project.

The survey was conducted within the project Young and Innovative: how to help young entrepreneurs be more innovative.

The main goal of the inventory was to verify the quality and quantity of the support innovation instruments used by the project partners. This will be achieved through conducting research of the partners and other entities owned tools. Four reports will be developed (one for each Partner). Research will consist in:

- creating comprehensive list of these tools,

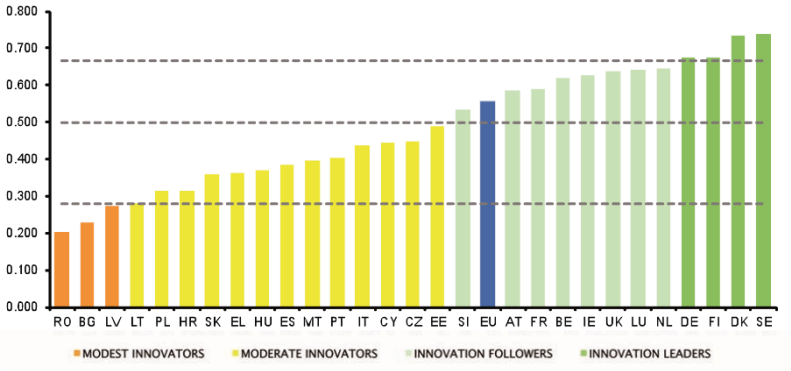
- assessing the effectiveness of supporting innovation with the use these tools by checking whether they actually contributed to the increase in the level of innovation in enterprises in which they were used and, in the case of negative answer, to the question why they were ineffective.

ABOUT THE Y&I PROJECT

SMEs play a significant role in achieving the objectives of the Europe 2020 Strategy both by impact on the overall economic growth and by creating new and maintaining existing worksites. At the same time enterprises from the SME group involve a low level of innovation and this contributes to making them less competitive as much in indigenous domestic markets, as in competing in international markets (including the European Single Market).

This negative trend is particularly clearly evident with reference to the countries that joined EU in 2004 and later. None of the country, as research “Innovation Union Scoreboard 2015” indicates is in the group of innovation leaders. The vast majority was classified to a moderate innovators group (including Poland and Hungary) or modest innovators. Only Slovenia is in the innovation followers group, but the data indicates that the level of innovation remains even lower than the EU average.

Figure 1: EU Member states' innovationperformance



The data also shows large differences in the innovation level even between countries that for decades had similar economic conditions (eg. Poland, Hungary and Slovenia). This is confirmed by the results of research commissioned by the Polish Agency for Enterprise Development regarding in general all enterprises engaged in innovation activities (Figure 2) and innovation in the small enterprises group (Figure 3):

Figure 2. The percentage of companies engaged in innovation activities in 2012

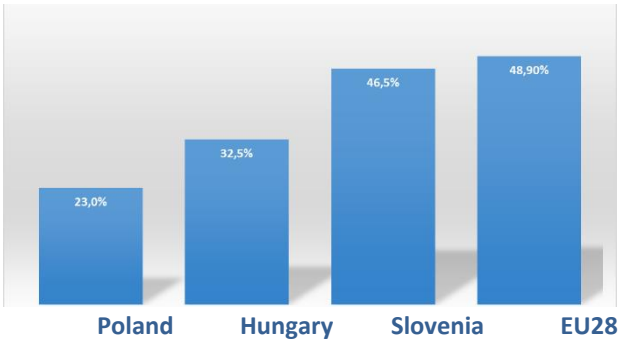
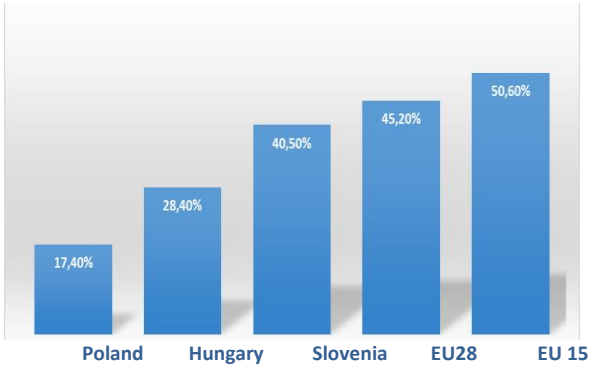


Figure 3. Innovations in general – small enterprises



Large differences in the innovation level between EU countries cause that the European economy as a whole becomes less consistent. This situation negatively impacts on the EU economy position in a highly competitive global market.

The main obstacles noticed by entrepreneurs which hinder innovation activities are: strong price and quality competition and lack of demand.

Nonetheless the data obtained from studies conducted by the EC in 2011 must not be overlooked (SEC [2009] 1997). Those data shows that approx. 80% of respondents from the group of operators involved in the innovation promotion points the need for improving existing mechanisms supporting innovation.

The differences of the enterprises innovation level, and therefore national economies as a whole, were one of the condition to the formation of this consortium and the decision to implement a joint project which will focus on the problem of insufficient innovation support system of micro-enterprises created and run by young people before the age of 30, which results in low innovation.

The main objective of this project is to develop through the lifetime of the project (7 months) recommendations to improve systems supporting innovation among young entrepreneurs, applied by specialized business environment institutions, using the Twinning Advanced method and then to disseminate them in the partners' regions and countries and other EU Member States.

The main objective of the project will be achieved by three specific objectives:

1. Verification of the quality and quantity of the support innovation instruments used by the project partners. This will be achieved through conducting research of the partners and other entities owned tools. Four reports will be developed (one for each Partner). Research will consist in:

- creating comprehensive list of these tools,

- assessing the effectiveness of supporting innovation with the use these tools by checking whether they actually contributed to the increase in the level of innovation in enterprises in which they were used and, in the case of negative answer, to the question why they were ineffective.

2. Raising the knowledge level of each of 4 Partners through the exchange of experience in the 'peer learning' meetings and remote contacts (online).

3. Spreading knowledge of peer learning opportunities for innovation agencies and results of the project among other entities specialized in supporting innovation (over 100), as well as the authorities at local, regional and national levels. This will be done by providing information about the project and its results to cooperating with partners business environment supporting innovations institutions as well as representatives of the authorities and inviting them to implement the developed recommendations.

The project consortium:

1. Bydgoszcz Regional Development Agency (POLAND)

2. Central Transdanubian Regional Innovation Agency Nonprofit Ltd (HUNGARY)

3. Technology Park of Ljubljana (SLOVENIA)

4. Torun Regional Development Agency (POLAND)

Conclusions

1. Within the survey over 30 services delivered by different types of business environment institutions were veryfied. 20 of these services were or are constantly delivered by project partners. The services provided by Bydgoszcz Regional Development Agency, Central Transdanubian Regional Innovation Agency, Technology Park of Ljubljana and Torun Regional Development Agency are listed and described in the next part of the report.

2. The types of services:

- information services,
- financial services:
  - subsidied/grants,
  - financial instruments (i.e. loans, guarantess),
- strategic management services, i.e.:
  - BMC
  - PRO-INN, PRO-TECH
  - Audits of development requirements,
- R&D services:
  - Research vouchers,
- incubation and acceleration services,
  - academic incubators,
  - IT incubators and accelerators
  - Technology and industry parks
- education services:
  - group and individual trainings,
  - seminars,
  - conferences,
- other services:
  - matchmaking services,
  - technology transfer services,
  - co-working services,
  - legal advisory services,
  - events.

3. As shown above wide variety of services and programmes supporting innovations among entrpreneurs (including young) was found during the survey. The gained data also proves that entrepreneurs has easy access to all services offered by partners' organizations and external instituions.

4. The Inventory Report developed on the basis of the survey provided in May and June 2016 is considered as the first of DOP development. In order to prepare clear and customizable recommendations which will be listed in the DOP more information need to be gained.

5. Basing on the gained information during the survey main issues to be discussed during upcoming peer learning meetings in Hungary, Slovenia and Poland and also during the online concultations, regarding the process of designing and then providing flexible, adjustable and effective proinnovative services, are:

a) continous data gaining regarding needs and expectations of the entrepreneurs,

b) the assessment of the services effectiveness,

c) involvment of entrepreneurs in the process of designing services,

d) tools and instruments used for providing services (online tools, questionaires etc.).

e) the policy of providing services – is it better to have many beneficiaries of more common services or to provide higlhy advanced services for a narrow groups of entrepreneurs,

f) commercialization of the services after the termination of public funding,

g) other issues which will come out during the discussions on the topics mentioned above.

6. All data presented in this report will be included in the annex to the Design Option Paper. If on further stage of project implementation some any services important for supporting innovations are discovered they will be also enclose in the annex to the DOP.

POLAND

TORUN REGIONAL DEVELOPMENT AGENCY

BMC Analysis		**Description:** The Business Model Canvas is a strategic management and lean starup template for developing new or documenting existing business models. It asisists companies in aligning their activities by illustrating potential trade-offs.
Describe the target group		SMEs including young entrepreneurs
Describe how do you reach the service to customers? Does the company apply for the service independently via email or website? or Does the Business Support Organisation seek clients?		e-mail, phone calls, the companies can also ask for the service by themselves
Description of the service	Describe the service? What kind of issues does it consider?	BMC is considered as static business plan for the enterprise. Whithin developed ideas the order of key factors relations affecting the every day activities of the entrprise is brought out more than the dynamics of changes that occur in the comapny in the particular period of time. According to this, one of the main goals of the BMC analysis is to standarize the knowledge so all the actors participaiting in the decision making process understand each other and can comunicate avoiding miunderstandings.
	Describe the way the service is provided.	Phase 1 – the meeting with the company owner: - brainstorming – the entrepreneur guided by the expert dicovers the conclusions concerning the main features of the company activities on the market. These main features are: the values, groups of clients, the distribution channels, customer relations, key partners, strategic activities, the key resources, incomes and costs. - the meeting is usualy held at the TRDA headquarters and lasts for 3 or 4 hours. Phase 2 – summary report. The report focuses on the description of the main aspects of the company activities and includes the recomendations for the owner which of the areas and instruments used should be improved.
Staff - describe the required qualifications		The expert reposible for BMC service must have at least 3 years of experience in creating the development strategies and also must know the main assumptions of regional ecenomic development
Description of tools and equipment		BMC matrix

Charges: fully paied by the entreprenur, subsidized from public funds (national, EU, etc), free of charge		free of charge
Since when your organisation has delivered the service (if you do not deliver it anymore please point the period of time you have)?		since December 2014.
The effects	How many companies have already been the benficiaries of the service?	19
	To what extent does the service covers the real needs of the companies? Point out the companies needs.	The BMC service helps entrepreneurs to get the knowledge on developing and using other competitive advantages than price and the quality of products (services) which do not grant the succes. The analysis of: the functioning of the company in general, the business model, the aproach to innovations, relations with customers helps to change the way of the company management in order to achieve all business goals.
	Describe the obstacles faced by the companies and answer whether the service contributes in removing them.	The service provides a possibility to set in order different activities of the company and to research main features affecting the company development.
	What mainly affects the effectiveness of the service? Describe the impact of the used method and the support system design.	There are at least two main conditions that affects the effectiveness of the service: 1. the knowledge and experience of the expert 2. the knowledge and how opemind the entrepreneur is.

<table>
<tr><td colspan="2">PRO INN</td><td>Description: The service allows to gain information on strenghts and weaknesses of used solutions and tools regarding such areas as management and internal organization. It faciliates the evaluation of the releation bewtween the assessed company and main competitors by the analysis of external factors influencing its activities (opportunities, threats).</td></tr>
<tr><td colspan="2">Describe the target group</td><td>SMEs, including young entrepreneurs</td></tr>
<tr><td colspan="2">Describe how do you reach the service to customers? Does the company apply for the service independently via email or website? or Does the Business Support Organisation seek clients?</td><td>e-mail, phone calls, the companies can also ask for the service by themselves.</td></tr>
<tr><td rowspan="2">Description of the service</td><td>Describe the service? What kind of issues does it consider?</td><td>Range of service:
- the gathering of data
- data analaisys;
- identyfication of the areas demanding development and providing innovations,
- recomendations for implementation of new solutions;
- final report.</td></tr>
<tr><td>Describe the way the service is provided.</td><td>1st stage – an interview with the company owner or the representative of the management board:
- structured interview covering different areas of company activities, such as: buisiness strategy with the assesment of companies development potential, internal comunications, customer relations (including double-sided comunication).
- duration – 2 hours

2nd stage – interactive workshop with the participation of the empleyees from different departments (at least 3):
- 3 subphases:
1) individual structured interview covering the issues mentioned above
2) filling in the products and services matrix
3) SWOT analisys
The 2nd stage of PRO INN service is the more effective the more different departments are represented.
- duration 3-4 hours

3rd stage - final report including:
- the wide description of current companies situation (market position, investment needs, technological goals),
- recomendations on directions of development including innovations.</td></tr>
</table>

Staff - describe the required qualifications		The expert reposible for PRO INN service must have at least 3 years of experience in creating the development strategies and also must know the main assumptions of regional ecenomic development
Description of tools and equipment		1. Strucutured interview forms, 2. Assesment forms, 3. Products and services matrix 4. Final report template
Charges: fully paied by the entreprenur, subsidized from public funds (national, EU, etc), free of charge		free of charge
Since when your organisation has delivered the service (if you do not deliver it anymore please point the period of time you have)?		the service is being provided since 2012
The effects	How many companies have already been the benficiaries of the service?	23
	To what extent does the service covers the real needs of the companies? Point out the companies needs.	The PRO INN service covers the needs of multifaceted analisys of the companies activities. It allows to evaluate effectiveness of companies internal systems from the point of view of experts who are not directly related to the company.
	Describe the obstacles faced by the companies and answer whether the service contributes in removing them.	1. Lack of knowledge or inadequate knowledge about internal systems of the company, products, services, including strenghts and weaknesses, etc. 2. Lack of knowledge or inadequate knowledge about the market position of the company including opportunities and threats.
	What mainly affects the effectiveness of the service? Describe the impact of the used method and the support system design.	1. Size of the company – if company is too small it is very hard to show internal systems work. 2. Knowledge of people representing company involved in the service.

PRO TECH		**Description:** Technololgy audit
Describe the target group		SMEs, including young entrepreneurs
Describe how do you reach the service to customers? Does the company apply for the service independently via email or website? or Does the Business Support Organisation seek clients?		The service is provided by the EEN staff who are also responsible for finiding companies
Description of the service	Describe the service? What kind of issues does it consider?	PRO TECH is offered to all entrepreneurs who want to check the innovation potential of their companies. It allows to define the changes ought to be provided in order to gain, implement and use new (innovative) technologies. It also shows the areas requiring additional support and those which may become the base of further development.
	Describe the way the service is provided.	1st stage – an interview with the company owner or the representative of the management board: - structured interview covering different areas of company activities, such as: buisiness strategy with the assesment of companies development potential, internal comunications, customer relations (including double-sided comunication). 2nd stage – finding the expert with competences allowing to assess selected areas of the company's activities. 3rd stage – the technology audit provided by the external expert. 4th stage – final report including the results of the audit and recomendations on future development activities supporting innovations in the company.
Staff - describe the required qualifications		The internal expert reposible for PRO TECH service must have at least 3 years of experience in creating the development strategies and also must know the main assumptions of regional ecenomic development. Requirements for external experts are created after the preliminary interview with the company owner or other representative.
Description of tools and equipment		1. Structured interview form 2. Final report template
Charges: fully paied by the entreprenur, subsidized from public funds (national, EU, etc), free of charge		Free of charge (fully financed with UE Funds)
Since when your organisation has delivered the service (if you do not deliver it anymore please point the period of time you have)?		the service is being provided since 2012

The effects	How many companies have already been the benficiaries of the service?	7
	To what extent does the service covers the real needs of the companies? Point out the companies needs.	The entrepreneurs' needs covered by PRO TECH service: • increas of the effectiveness of company activities (in general) and maximizing incomes by the evaluation of strenghts and weaknesses of used technologies and these which are to be implemented, • comercialization and implementation of modern technologies, • dissemination of information on the company's technology offer, • creating links and cooperation with R&D institutions for gaining new solutions.
	Describe the obstacles faced by the companies and answer whether the service contributes in removing them.	High costs of pro-innovative and expert supported services
	What mainly affects the effectiveness of the service? Describe the impact of the used method and the support system design.	The expert’s level of knowledge, The approach of the entrepreneur, the quality of posesed technologies and know-how.

<table>
<tr><td colspan="2">Audit of Development Needs (ADN) for Creative Industries Sector</td><td>Description: Audit of Development Needs was a advisory service which was developed and implemented within the Network of Creative Industries project. Audit was a tool by which assessed companies could get feedback on their strenghts and weaknesses.
The goal of the was to establish important and necessary types and directions of activities that could support the development of the products and services delivered by the audited company.</td></tr>
<tr><td colspan="2">Describe the target group</td><td>The target group were SMEs (including young entrepreneurs) from creative industries sector.
Industries covered by the service: artistic crafts, film, music, theatre, photography, buisnesses conected with literature, graphics, web design, advertising industry, design, software development (including games and mobile aps).</td></tr>
<tr><td colspan="2">Describe how do you reach the service to customers? Does the company apply for the service independently via email or website? or Does the Business Support Organisation seek clients?</td><td>Within the Network of Creative Businesses project the dedicated promotional campaign was conducted. Companies that benefited from the service were also offered other forms of support, such as seminars and trainings.</td></tr>
<tr><td rowspan="2">Description of the service</td><td>Describe the service? What kind of issues does it consider?</td><td>The ADN service consisted of:
the diagnosis of the areas which might foster the company development and were underestimated by the owner or management board,
highliting the possible directions of the development (new clients, new markets, new products and services),
research on strenghts and weaknsesses of the company,
the diagnosis of company's development potential and needs,
raising the level of knowledge of the stakeholders about the audited company, market, customers, partners and competitors in order to define new directions of development,
support in defining the company's values.</td></tr>
<tr><td>Describe the way the service is provided.</td><td>The service was devided into four stages:
1st – Data acquisition,
2nd – Audit of Development Needs
3rd – Consultations,
4th – Final report delivery.

1st stage – Data acquisition – gatherirng of quantitaive and qualitative data considering</td></tr>
</table>

		auditied company with the structured interview form: 1) Preliminary interview with the owner or selected representative of the company, 2) Evaluation of data gained during the preliminary interview, 3) Selecion of support measures, 4) Signing the contract. 2nd – Audit of Development Needs: 1) The preliminary audit: - the survey perfomed with the use of questionaire, - the analysis of gathered data, - the indication of the audit's scope, 2) The main audit – an interview performed by the consultant with the company's owner or selected representative. The range of data gathered during the interview depends on buisness activited assessed within the audit (selected during the prelimiary audit). 3) Complementary interview – optional task performed if additional information or data were required, 4) Strategic analysis – optional task consisitng of SWOT analysis, veryfication of key success factors etc., 5) The preliminary report. 3rd – Consultations: 1) The presentation of the audit results (the results of analysis, preliminary conclusions and proposals of development activities), 2) Discussion about the needs of the company, possibiliteis of the improvement and potential of the enterprise. 3) Working out the development action plan. 4th – Final report delivery.
Staff - describe the required qualifications		The consultants responsible for providing the ADN service were tranined in the areas such as: operation of companies in the creative industries sector, auditing with the tools developed within the project. The specific topics of the trainings: - the methodology of market and competition, - the development of business strategy, - the sources of competitive advantages, - the service design

		- the specific requirements must be fulfilled by innovative services in the creative indutries sector.
Description of tools and equipment		1. Preliminary interview questionaire. 2. Preliminary audit questionaire. 3. ADN questionaire. 4. The questionaire for strategic analysis. 5. The preliminary report template. 6. The final report template.
Charges: fully paied by the entreprenur, subsidized from public funds (national, EU, etc), free of charge		free of charge
Since when your organisation has delivered the service (if you do not deliver it anymore please point the period of time you have)?		May – November 2012
The effects	How many companies have already been the benficiaries of the service?	29 companies from Kuyavia and Pomerania Region (80 in general)
	To what extent does the service covers the real needs of the companies? Point out the companies needs.	• the diagnosis of the areas which might foster the company development and were underestimated by the owner or management board, • highliting the possible directions of the development (new clients, new markets, new products and services), • research on strenghts and weaknsesses of the company, • the diagnosis of company's development potential and needs, • raising the level of knowledge of the stakeholders about the audited company, market, customers, partners and competitors in order to define new directions of development, support in defining the company's values.

	Describe the obstacles faced by the companies and answer whether the service contributes in removing them.	Selected problems faced by SMEs from creative industries sector: 1) lack of funds for development and high costs of the investments – not covered 2) The lack or insufficient level of knowledge – covered 3) Problems with internal organization of the companies - covered
	What mainly affects the effectiveness of the service? Describe the impact of the used method and the support system design.	The effectiveness of the services was expecially affected by the level of the knowledge of the entrepreneur

IMPROVE		**Description:** This is service provided in the field of innovation management capacity improving competitiveness of the SMEs and facilitating access to business development opportunities in the Single Market and beyond.
Describe the target group		SME candidates for this service are carefully selected. Those SMEs have a real potential for international growth via product, process, service or business model innovation but lack the knowledge, skills or ability to manage innovation activities;
Describe how do you reach the service to customers? Does the company apply for the service independently via email or website? or Does the Business Support Organisation seek clients?		The innovation expert is looking for the potential clients for the service (a) by searching the different types of data bases such as the partner's own databases of clients, patents' databases and also information from the regional market about companies with a high volume of annual turnover and export; (b) by approaching the participants of various events organised by TARR or other stakeholders active in the field of entrepreneurship and innovation.
Description of the service	Describe the service? What kind of issues does it consider?	The idea is to carry out a **benchmarking** of the identified SMEs in order to **generate and implement a tailored action plan** to improve the SME's capacity to manage innovation processes. The service includes in depth analysis of the SME's innovation management highlighting the gaps between the innovation capabilities and the innovation goals set up by the SME. The result of that analysis lead to development of a tailored action plan on how to close gaps and the provisions of related support services to address those gaps.
	Describe the way the service is provided.	The service is delivered as on average 7-day service packages with the use of IMP³rove tool (benchmarking tool) that provides deep analysis of the current innovation management performance. The assessment of the current status of the innovation management system in the company is made during face-to-face meetings with company. As the result of this step the IMP³rove report is delivered. On the basis of IMP³rove report the gaps and needs analysis together with the action plan for each case is prepared. The draft version of the action plan is presented to the company during the meeting. Final action plan is jointly agreed. The implementation of action plan is monitored and followed up. The final report of the full service package includes all initiatives and actions undertaken during the provision of the service.

Staff - describe the required qualifications		Innovation expert delivering service are required to possess following skills: - University degree (or equivalent) in a relevant field; - Senior staff of business support organisation with proven experience in the provision of business and innovation support; - Strong understanding / proven knowledge of the concept of innovation management.
Description of tools and equipment		The innovation management capacity assessment is based on the IMP³rove methodology or methodologies that comply with the definition of innovation management and the elements of an innovation management system as in CEN technical specification CEN/TS 16555-1. This includes the full innovation process from idea generation to market introduction and generation of profit. The general practices and skills of the company for external cooperation for innovation are an integral part of the analysis.
Charges: fully paied by the entreprenur, subsidized from public funds (national, EU, etc), free of charge		The service is free of charge for company but it is financed under Horizon 2020.
Since when your organisation has delivered the service (if you do not deliver it anymore please point the period of time you have)?		since May 2015
The effects	How many companies have already been the benficiaries of the service?	6
	To what extent does the service covers the real needs of the companies? Point out the companies needs.	Lack of innovation management capacity is recognised as an important barrier to creating economic impact (competitiveness, growth and jobs) from innovation activities in SMEs. The service increase awareness of the innovation potential within Polish companies and also the variety of the advanced services offered free of charge and of a high quality. It will at the end result in better visibility and bigger participation of Polish enterprises with the potential to growth on the European market.

	Describe the obstacles faced by the companies and answer whether the service contributes in removing them.	Awareness of enterprises on the benefits of enhancing innovation management is still low. Consulting services enhancing the innovation management capacity are not available to SMEs in Poland as a result of a lack of offers, unaffordable market prices or poor quality. We started to provide this service and so far few companies have benefited from it. We hope that thanks to providing this service: increase number of companies apply for European funds and research funds, increase awareness of innovation management and benefits from it. The service provides answers to the most important question of enterprises – how to secure the company‘s future and growth? The company receive comprehensive feedback on their innovation management performance in comparison to the growth champions and the average. Gain an understanding of how innovation management impacts their growth, receive recommendations and measures/tools which they can use to improve their innovation management performance and thus their growth, and how they should schedule these measures.
	What mainly affects the effectiveness of the service? Describe the impact of the used method and the support system design.	Thanks to benchmarking tool consultant receive validated benchmark and gain deeper understanding of the companies’ specific needs. The company can take a step-wise (modular) approach to improving their innovation management performance without losing focus on the holistic approach.

<table>
<tr><td colspan="2">INKOR Model</td><td>Description: INKOR Model was established in order to streghten the cooperation in the area of creating innovative capacities of SMEs in Kuyavia and Pomerania Region.
The INKOR Model was tested for six months by three business environment institutions: Torun Chamber of Commerce, Regional Innovation Center of University of Science and Technology and Wloclawek Incubator of Innovations and Entrepreneurship.</td></tr>
<tr><td colspan="2">Describe the target group</td><td>The INKOR Model was directly adressed to the three types of buisness environemt institutions:
1) incubators
2) organizations of entrepreneurs (i.e. chambers of commerce)
3) organizations supporting innovation (i.e. innovation centres, technology parks, technology transfer centres)
The final beneficiaries of the INKOR service were SMEs, including young entrepreneurs.</td></tr>
<tr><td colspan="2">Describe how do you reach the service to customers? Does the company apply for the service independently via email or website? or Does the Business Support Organisation seek clients?</td><td>The service is provided by the organization's staff who are also responsible for finiding companies.</td></tr>
<tr><td rowspan="2">Description of the service</td><td>Describe the service? What kind of issues does it consider?</td><td>The INKOR Model describes the actions business environment institution sholud undertake in order to enhance and foster the cooperation between companies and external partners aiming in streghtening innovativeness. The INKOR Model was established in partnership with the Dutch business environment institution - Syntens Innovation Centre, which by the campaign TuturizedBusinesses implemented in southern region of Netherlands e reference model of cooperation between business and business environment institutions.</td></tr>
<tr><td>Describe the way the service is provided.</td><td>1) Finding the company
2) Making the contact
3) Identification of company’s needs in the area of proinnovative cooperation
4) The description of the cooperation model including recomendations of activities
5) Maintaining the contact with the company</td></tr>
</table>

Staff - describe the required qualifications		1) university degree, 2) at least 3 years of expierience in cooperation with companies in the area of supporting business development and/or R&D institutions and/or univercities in the area of impelemnting innovations or at least 3 years of experience in providing information services regarding legal issues of running a business and/or available external resources of financing business activities (including national public funding and EU funds) and/or enhancing the cooperation links among enterprises also on international level and/or schemes and institutions supporting the implementation of innovations or at least 3 years of experience in providing advisory services including: -legal issues of running business, marketing, finance, -assessment of tehcnological needs, implementation of new technologies etc.
Description of tools and equipment		No dedicated tools required
Charges: fully paied by the entreprenur, subsidized from public funds (national, EU, etc), free of charge		free of charge
Since when your organisation has delivered the service (if you do not deliver it anymore please point the period of time you have)?		October 2013- March 2014
The effects	How many companies have already been the benficiaries of the service?	During the testing of the INKOR Model period: - 186 contacts were established, - 90 meetings were held, - 91 recommendations were prepared, - 53 companies (out of 90) decided to cooperate with the recommended partner.

	To what extent does the service covers the real needs of the companies? Point out the companies needs.	The INKOR Model allowed companies and entrepreneurs to develop the knowledge about the services offered to business actors by business environment instititions and faciliated the contacts between entrepreneurs and business environment institutions. The model of supporting SMEs by business environment institutions was positively rated by 92 % of entreprenurs who participated in the evaluation. Furthermore 45 out of 46 entrepreneurs positively rated group meetings organized by the project staff.
	Describe the obstacles faced by the companies and answer whether the service contributes in removing them.	1) lack of knowledge about business environment institutions offer which effected with little interest in making a contact, 2) lack of time to contacy business environment institutions (by the introduction of trained staff).
	What mainly affects the effectiveness of the service? Describe the impact of the used method and the support system design.	The effectiveness of INKOR Model is affected by: 1) the type of business environment institution, 2) staff member who is involved in providing the service, 3) attitude of the entreprenur.

BYDGOSZCZ REGIONAL DEVELOPMENT AGENCY

Business school		Description
Describe the target group		The service is addressed to all entrepreneurs, as well as to those, who are planning to start their own businesses. It is mainly used by SME sector - usually from Bydgoszcz, but also from other parts of voivodship
Describe how do you reach the service to customers? Does the company apply for the service independently via email or website? or Does the Business Support Organisation seek clients?		Information about trainings is published on the BRDA website and is also distributed by mail to all the people who signed up for the newsletter. Registration for the training is provided by the application form available on the Internet. Admission to the training is granted by registration order. In case of more advanced training (eg. conducted in English) the initial recruitment is carried out, in order to check the participants.
Description of the service	Describe the service? What kind of issues does it consider?	The service includes organization of free trainings, workshops and seminars, which develope personal and professional skills of entrepreneurs, workers and people who intend to start their own businesses. The idea of this project is to enable companies and their employees to train and develop in the fields of management and business activity.
	Describe the way the service is provided.	Trainings are organized approximately 2 times a week. An average of 30 people can participate in every training. To deliver this service BRDA cooperates with training companies and institutions directly related to the topic of the training, as well as with experienced external trainers / experts. The technical side of service organization is described in 4th row
Staff - describe the required qualifications		Trainers are experts and / or practice in the field and have years of experience in the field of training . From the organizational side service is operated by BRDA staff who in the course of its implementation (from 2013) has developed an effective procedure for the provision of this service.
Description of tools and equipment		Training room (for 40 people) + standard training equipment (laptop, projector, WI-FI, flipchart, whiteboard, etc.).

Charges: fully paied by the entreprenur, subsidized from public funds (national, EU, etc), free of charge		free of charge
Since when your organisation has delivered the service (if you do not deliver it anymore please point the period of time you have)?		from 11.2013 until now
The effects	How many companies have already been the benficiaries of the service?	To this day, about 4,600 people attended the trainings. The number of companies is difficult to determine, since no statistical data is gathered in this regard .Sometimes 2 or 3 people from one company attend training
	To what extent does the service covers the real needs of the companies? Point out the companies needs.	The main problem is an unavailability of free, but in the same time professional and practical knowledge of doing business. Characteristics of the service and its high availability have real impact on reducing this barrier.
	Describe the obstacles faced by the companies and answer whether the service contributes in removing them.	The effectiveness of services is mainly due to its free of charge nature, wide accessibility and the experienced trainers.
	What mainly affects the effectiveness of the service? Describe the impact of the used method and the support system design.	The effectiveness of services is mainly due to its free of charge nature, wide accessibility and the experienced trainers.

Information services		Description
Describe the target group		All BRDA customers
Describe how do you reach the service to customers? Does the company apply for the service independently via email or website? or Does the Business Support Organisation seek clients?		Through the website and direct contacts, initiated by both the client and the Agency.
Description of the service	Describe the service? What kind of issues does it consider?	The service involves informing and directing customers to other institutions whose field of activity is adequate to their needs. The information also apply to other aspects that may affect companies innovativeness, eg. In terms of the possibility of obtaining EU funds for increasing innovation.
	Describe the way the service is provided.	Provision of information about institutions and their field of activity, contact details, conditions of competition for EU projects, etc.
Staff - describe the required qualifications		Eployees of the Agency, which was designated by the City of Bydgoszcz to perform tasks in the field of economic promotion of the city and promote the development of entrepreneurship, has knowledge about the Business Support Organizations and other entities supporting innovation operating in our city, as well as on possible sources of funding. Thanks to this they can point the appropriate institution for the customer.
Description of tools and equipment		n/a
Charges: fully paied by the entreprenur, subsidized from public funds (national, EU, etc), free of charge		free of charge
Since when your organisation has delivered the service (if you do not deliver it anymore please point the period of time you have)?		from 11.2013 until now
The effects	How many companies have already been the benficiaries of the service?	Statutory activity - no statistical data is available
	To what extent does the service covers the real needs of the	The service meets the need for information on the activities of institutions supporting innovation in

	companies? Point out the companies needs.	Bydgoszcz and potential sources of funding, such as European funds.
	Describe the obstacles faced by the companies and answer whether the service contributes in removing them.	The problem is a difficult access to information or lack of knowledge how to obtain it. BRDA is perceived by companies and other entities as a public institution dedicated to promoting entrepreneurship in Bydgoszcz, which is why many entrepreneurs are looking for information in the Agency in the first place. As a result, the service helps to reduce the above barrier.
	What mainly affects the effectiveness of the service? Describe the impact of the used method and the support system design.	The effectiveness of service is ensured by a broad knowledge of BRDA staff about institutions that support innovation, operating on the Bydgoszcz market and the enterpreneurs knowledge of the Agency as an institution to which they can turn for help in a wide range of problems in terms of economic activity.

SLOVENIA

TECHNOLOGY PARK OF LJUBLJANA

<table>
<tr><td colspan="2">Programme for support scheme implemented by University Incubators in Slovenia (Public Funding)</td><td>Tenderer: SPIRIT Slovenia - Public Agency for Entrepreneurship, Internationalisation, Foreign Investments and Technology

Available funds 2015: 210.000 € (Public call / yearly)

Beneficiaries: University Incubators (Venture Factory, Business Incubator of University of Maribor; LUI – Incubator of University of Ljubljana, UIP – University Development Center and University Incubator of Primorska)

Incubation Service
Incubators provide numerous benefits to owners of start-up businesses: office space at below-market rates, advice and expertise in developing business and marketing plans as well as helping to fund fledgling businesses.</td></tr>
<tr><td colspan="2">Describe the target group</td><td>Students, young population, business idea teams with member/company owner with student status (and academic staff)</td></tr>
<tr><td colspan="2">Describe how do you reach the service to customers? Does the company apply for the service independently via email or website? or Does the Business Support Organisation seek clients?</td><td>Programme supports (also) activities for awareness rising, motivating target group via:
- Workshops,
- Mailings,
- Direct contacts via phone / mail communication,
- Usage of social media channels
- Etc.</td></tr>
<tr><td rowspan="2">Description of the service</td><td>Describe the service? What kind of issues does it consider?</td><td rowspan="2">Services and support provided by incubators are tackling needs of individuals & teams with ambition to further develop their business idea and create and grow young business (low-tech and high-tech; depending on the regional characteristics and scope of the university). The services provided within the funded programme are:
- Awareness raising and motivation workshops
- Specialised workshops (i.e. lean methodologies, building teams, investment readiness, business and marketing plans development, etc.)
- Identification of business ideas
- Valuation of business ideas and mentoring / coaching (general coaching and mentoring is provided by internal experts, however most incubators works also with mentors on specific fields i.e. for business development, technology experts etc.)</td></tr>
<tr><td>Describe the way the service is provided.</td></tr>
<tr><td colspan="2">Staff - describe the required qualifications</td><td>Staff providing the services needs general knowledge on entrepreneurial skills development, business (idea) development; specialised knowledge on innovation processes and basic knowledge on IPR is appreciated; entrepreneurial experience is appreciated; usually internal staff member is holding licence in coaching methodologies and establish a network of mentors and relevant contacts through the years of operation.</td></tr>
</table>

<table>
<tr><td colspan="2">Charges: fully paied by the entreprenur, subsidized from public funds (national, EU, etc), free of charge</td><td>The service provided is 100 % publicly financed and free of charge for beneficiaries.</td></tr>
<tr><td colspan="2">Since when your organisation has delivered the service (if you do not deliver it anymore please point the period of time you have)?</td><td>As TPLJ is not classified as University Incubator, the incubation services provided are very focused on the needs and challenges of hi-tech start-ups with growth and global potential, tailored according to specific needs of individual team and not entirely free of charge. Usually services provided are delivered partly via programs developed by Start:up Slovenia Initiative and specialised services on commercialisation of knowledge and technology, on access to new markets and customers as well as technology partners, strategic partners (B2B) and mentoring with core on team development and investment readiness</td></tr>
<tr><td rowspan="4">The effects</td><td>How many companies have already been the benficiaries of the service?</td><td rowspan="4">Achievements in 2015:

<table>
<tr><th>Type of result</th><th>Cumulative Performance of involved Uni Incubators (3) in 2015</th></tr>
<tr><td>No. of info / motivation workshops</td><td>53</td></tr>
<tr><td>No. of specialised workshops</td><td>67</td></tr>
<tr><td>No. of hours / counselling and mentoring</td><td>4282</td></tr>
<tr><td>No. of participants at info / motivation workshops</td><td>1311</td></tr>
<tr><td>No. of participants at specialised workshops</td><td>1208</td></tr>
<tr><td>No. of identified and supported business ideas</td><td>179</td></tr>
<tr><td>No. of hours / mentoring of potential student-entrepreneurs</td><td>4272</td></tr>
<tr><td>No. of incubees / as a result of the implemented programme supporting target group – students (with entr.potential) (23+18+1)
Timeline: 1.2015-12.2015</td><td>42</td></tr>
<tr><td>No. of newly established companies with at least 1 employee; as a result of the implemented programme in year 2015 (5+3+2)</td><td>10</td></tr>
<tr><td>No. of new jobs (bto);
Timeline: 1.2015-12.2015 (10+4+2)</td><td>16</td></tr>
<tr><td>No. of students (of dedicated University) involved in preincubation activities</td><td>3201</td></tr>
</table>
Source: SPIRIT, 2016</td></tr>
<tr><td>To what extent does the service covers the real needs of the companies? Point out the companies needs.</td></tr>
<tr><td>Describe the obstacles faced by the companies and answer whether the service contributes in removing them.</td></tr>
<tr><td>What mainly affects the effectiveness of the service? Describe the impact of the used method and the support system design.</td></tr>
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<tr><td colspan="2">Start:up Slovenia Initiative; Program <u>Go:Global Slovenia Accelerator</u> (public co-funding)</td><td>The Go:Global Slovenia startup accelerator offers companies that have already found their "product-market fit" all the elements need to successfully embark on rapid global growth, both in the form of capital as well as in the form of know-how and international connections.

Tenderee: Slovene Enterprise Fund

Available funds (for the implementation/coordination of the programme Go:global Slovenia Accelerator and Geek House Accelerator for (investment) cycle 2015/16): 96.559,00 €
(pilot edition program was implemented in cycle 2014/15; currently we are implementing 1st edition and preparing the 2nd edition which will start end August/early September 2016)

Beneficeries: Consortium of Partners: Technolgoy Park Ljubljana, Venture Factory - Business Incubator of University of Maribor, Technology Park Nova Gorica and VentureLab Ltd.

Target group:</td></tr>
<tr><td colspan="2">Describe the target group</td><td>Start ups; namely: Young companies (up to 3 years of operations), highly innovative, with internal R&D and potential for global growth.</td></tr>
<tr><td colspan="2">Describe how do you reach the service to customers? Does the company apply for the service independently via email or website? or Does the Business Support Organisation seek clients?</td><td>The programme has communication strategy and thus, relatively high visibility. Programme has own web page, social group/network, newsletter and possibility to use communication channels of Slovenian innovation ecosystem. Additionally, information flow and awareness of programme is supported by workshops targeting potential applicants – so called roadshow.</td></tr>
<tr><td rowspan="2">Description of the service</td><td>Describe the service? What kind of issues does it consider?</td><td rowspan="2">The program is composed of:
- a EUR 200,000 equity investment of public funds
- getting the company ready for an investment
- our global growth program
- a start-up mentor and administrative assistance

Each applicant has to follow / fulfil the following requirements:

- step 1 – preselecting / application & pitching to the panel
The pre-selection panel will assess the applications and brief pitches. The applications of companies achieving the set number of points will be invited to participate in the investment readiness programme. As coordinator TPLJ (and partners) provides: Road shows around Slovenia, assistance in filling-out the written application, pitching to the committee.
All companies given a sufficient number of points in their application can enter to the Step 2.

step 2 / getting the company ready for and investment</td></tr>
<tr><td>Describe the way the service is provided.</td></tr>
</table>

		The investment readiness programme is an intensive two-day programme that allows entrepreneurs to get their company investment-ready with the help of relevant experts - from the perspective of strategy, drafting investment documentation, familiarity with investment conditions, as well as from the perspective of the opportunity to pitch to Slovenian and foreign investors (bootcamp: Overview of corporate financing sources, Path to gaining an investment, Drafting the investment documentation, Successful pitching to investors, Negotiating and reaching an agreement with investors). **step 3 / Demo day** Pitch your idea to the pre-selection panel and private investors. The pre-selection panel shall assign up to 40 points which count towards obtaining an EUR 200,000 investment in the SK200 tender, while private investors may decide to provide your company with an additional private investment. **Step 4 / Post investment** **The Go:Global for Growth support training programme** with the aim to establish a sound foundation for rapid global growth. Companies that receive a EUR 200,000 investment take part in the Go:Global for Growth intensive training programme. The programme provides a basic understanding of everything one needs for rapid global growth, both from the perspective of getting additional financial and human resources and from the perspective of company organisation, entering foreign markets and managing its growth (Five top entrepreneurial counsellors, Guest experienced entrepreneurs, Five weeks of intensive work, Five topics covering all of a company's key functions, An individual approach and result-oriented work). Additionally to programme above – all companies that receive investment are monitored by coordinator of the programme.
Staff - describe the required qualifications		Coordinators of the program provide: - staff coordinating promotion of the programme & organisation of events, workshops, - staff responsible for further development of the programme, implementation of the programme, - staff – experts supporting implementation of the program (assistance to applicants, monitoring & reporting). Additionally, responsible coordinator of the program (TPLJ) manages the cooperation relations with investors and network of mentors and coaches. Staff involved should have additionally to general knowledge on business (idea) development also expertise to support one of the most challenging topics faced by (startup) entrepreneurs i.e. expertise on innovation processes or market development or investment readiness process etc. Entrepreneurial experience is appreciated. Usually internal

<table>
<tr><td colspan="2"></td><td>staff member is recognised as an important member of startup/entrepreneurial community, well-known speaker at conferences and holds licence in coaching methodologies, has established network of mentors and relevant contacts.</td></tr>
<tr><td colspan="2">Charges: fully paied by the entreprenur, subsidized from public funds (national, EU, etc), free of charge</td><td>The applicants are not charged for the service</td></tr>
<tr><td colspan="2">Since when your organisation has delivered the service (if you do not deliver it anymore please point the period of time you have)?</td><td>Pilot programme was implemented 2014/2015.
1st edition was implemented 2015/2016.
In sept.2016 we are going to start with 2nd edition; 2016/2017.</td></tr>
<tr><td rowspan="4">The effects</td><td>How many companies have already been the benficiaries of the service?</td><td rowspan="4">Over 50 entrepreneurs have already taken part in the programme.
In pilot edition (2015), 4 companies have been supported with the investment of 200K €.
In 1st edition (2016), 3 companies have been supported with the investment of 200K €.

Slovenia based startup companies (Slovenia Startup Monitor 2015) mostly facing the following challenges / needs support tackling:
- product development,
- brand development,
- internal organisation / development,
- motivation of employees,
- issues/activities related to growth.

Challenges related to rapid growth not are in the prime focus of startups due to their development cycle, however funding and services available in both accelerators are supporting “product marketing fit development” as well as “global commercialisation” both focused on the development of market-interesting product (investment in innovating) and not only into business model development or measuring reactions by potential customers.</td></tr>
<tr><td>To what extent does the service covers the real needs of the companies? Point out the companies needs.</td></tr>
<tr><td>Describe the obstacles faced by the companies and answer whether the service contributes in removing them.</td></tr>
<tr><td>What mainly affects the effectiveness of the service? Describe the impact of the used method and the support system design.</td></tr>
</table>

Additional information on Start:up Initiative Slovenia:
The Start:up Slovenia Initiative represents the response of the leading national business support organisations challenges related to innovation-driven companies and lack of available coherent programmes for (talents and start-up teams) them on national level. Nowadays the Start:up Slovenia Initiative is an open platform for talent motivation and activation as well as providing tailor-made programs to innovative start-ups:

- The national promotional platform of the startup ecosystem and competition **Start:up of the year** (www.startup.si). Programme goal is to identify the best business teams, business models on national level and support them with related support mechanisms provided on national level (subsidy for starting the company P2 by Slovene Enterprise Fund). Platform also serves as a promotional tool and communication channel of the national ecosystem.

- The **international entrepreneurship conference PODIM** (www.podim.org), the leading national and largest South East Europe startup conference. The two-day annual conference is supported by more than 50 international partners.
- **Start:up Geek House Accelerator** (www.geekhouse.si) is a business accelerator and offers access to public-private capital, coworking space and support services upon lean and agile startup methodologies (bootcamp) to individuals or teams with innovative idea - in the phase before the product/market fit. The programme is supported by public refundable funds – 75.000 EUR convertible loan (tender SK 75 by Slovene Enterprise Fund).
- **Go:global Slovenia Accelerator** (www.goglobal.si) is a business accelerator for the **startups that had already found their product/market fit and need support for a successful start of fast global growth**. Programme is supported by tender SK200 for **200.000 EUR of equity investment** as well as with a **mentor and educational programme as well as with access to a network of investors**.

Creation and verification of business ideas for students in the format of Start-up Weekend *(Public co-financing)*		**Tenderee:** SPIRIT Slovenia - Public Agency for Entrepreneurship, Internationalisation, Foreign Investments and Technology (in 5 Slovenian University Cities) **Available funds 2013-14:** 46.080 € (Public call) **Beneficeries:** **Consortium of:** Agency Ypsilon, Technology Park Ljubljana, Technology Park Nova Gorica, Venture Factory - Business Incubator of University of Maribor; LUI – Incubator of University of Ljubljana, UIP – University Development Center and University Incubator of Primorska and Development Centre Novo Mesto
Describe the target group		Target group of the Start-up Weekend Ljubljana are young people and students with the business idea or students who are eager to test their knowledge in the field of economy, business development, technology, social sciences, design and creativity. Program of the Start-up weekend Ljubljana has been developed and tailored made in accordance to meet the needs of beneficiaries (student population) and upon the best practices from abroad. Additionally, TPLJ provides attractive refreshments / lunch etc as well as accommodation for participants.
Describe how do you reach the service to customers? Does the company apply for the service independently via email or website? or Does the Business Support Organisation seek clients?		The initiative had extremely focused and effective promotion concentrated on social media channels, involving statements from local entertainment celebrities (actors, rap singers etc), entrepreneurs and influencers. Additionally, attractiveness was built on motivation opening speech by successful entrepreneurs and professional mentors.
Description of the service	Describe the service? What kind of issues does it consider?	Start-up weekend is an educating event format which efficiently promotes entrepreneurship by supporting and motivating the process of building teams around business ideas, development of a prototype or demo and creation of a new start-up. Thus, Start-up Weekend Ljubljana for students is a training programme and also a work experience programme as the participants are trained on lean and agile concepts of business development. Additionally, they are developing business model on the basis of canvas and for the first time thinking and acting as a business management. Project was initiated and partly co-financed by SPIRIT Agency Slovenia and managed by Technology Park Ljubljana, in close cooperation with strategic partners in the field of innovation and business support services. Project was implemented in 2013 and 2014, both editions in 5 Slovenian cities scheduled for the same weekend. All three Public Universities: University of Primorska, University of Ljubljana and University of Maribor actively supported and contributed to promotion of initiative among students.
	Describe the way the service is provided.	
Staff - describe the required qualifications		Internal **staff** from partners was involved on the level of event management (design, promotion, PR, …) as well as on the level of implementation of start-up weekends as moderators

		and assistants to coaches and mentors. Main advantage leading to successful follow-up of those two events was involvement of professionals – experienced entrepreneurs as motivation speakers during the opening part of the event and experienced entrepreneurs as coaches, mentors supporting idea development during the working weekend.
Charges: fully paied by the entreprenur, subsidized from public funds (national, EU, etc), free of charge		The event was free of charge for participants
Since when your organisation has delivered the service (if you do not deliver it anymore please point the period of time you have)?		Start up weekend for students in 5 Slovenian (university-) cities were implemented in 2013 and 2015. TPLJ hosts start up weekend formats on yearly basis (including NASA Space app challenge and hackatons), however we are striving to motivate interdisciplinary teams (by expertise, and not necessarily limited by age) due to better results, namely new established companies.
The effects	How many companies have already been the benficiaries of the service?	Main success factors: - New services developed in accordance to the needs of beneficiaries – namely youth. - Three start up weekends have been organised since 2013; at the first event 60 participants have been present and 10 business ideas have been developed, on the second 96 participants attended and 23 business ideas have been developed, and on the third event 113 students were present and 26 business ideas have been developed. Since the latter two editions were organised in 5 Slovenian cities, all together 620 students participated on both editions and 87 business ideas have been developed. - Business ideas which students have developed 28 business ideas have been validated as a feasible business. - The most successful factor of the project is addressing the needs of youth – presenting and promoting possibilities of employment and providing the positive incentives for the young people. - One of the successes is also breaking the mental barrier of failure and providing the encouragement of being bold. Lessons learned: - Promotion on the social media and new media which target group is accustomed to, was one of the key factor of spreading the information about the event and that the event gathered such large number of participants / students. - The project did raise awareness of the possibilities of alternative employment for youth. The project assisted to 29 teams to validate and to develop business idea for its manifestation in actual business operation. - The project did raise awareness of the possibilities of alternative employment for youth. The project assisted to 59 teams in order to validate the business idea by using modern method for validation – business canvas. - It would be necessary to raise awareness about the variety of alternative career choices for the youth. In this respect this project has scratch the surface and can be
	To what extent does the service covers the real needs of the companies? Point out the companies needs.	
	Describe the obstacles faced by the companies and answer whether the service contributes in removing them.	
	What mainly affects the effectiveness of the service? Describe the impact of the used method and the support system design.	

		multiplied and replicated. There is a demand for the transfer of knowledge and skills for alternative employment possibilities that youth can engage in. The project is addressing those needs and therefore diminishing the unemployment rate and passives of youth in engaging the job market. Project also had another positive outcome – students from different area of studies and expertise have been cooperating for the first time and they created basis for future collaboration within developing business operations. **Remark:** TPLJ holds or supports niche global initiatives as NASA Space Challenge or Hackatons due to the nature of its scope and mission. General Start-up weekends (designed for specific target groups as students etc.) under our experience do not lead to the idea realisation in form of company but provide entrepreneurial skill development experience and effective awareness on entrepreneurship as a career opportunity. Similar initiatives are organised and financially supported on local / regional level or implemented in the frame of the university incubator activity.

Support to the national innovation ecosystem; contributing to boosting commercialisation of innovations – e.g. introducing new products, processes and services, technology and non-technology innovations in SMEs	**Tenderee: Ministry of economic development & technology** and affiliated public agency **SPIRIT Slovenia - Public Agency for Entrepreneurship, Internationalisation, Foreign Investments and Technology** **Available funds 2013-14:** 2,2 mio € (Public call) **Beneficeries: Business support organisations;** **Consortium led by Technology Park Ljubljana**; partners: Technology Park Nova Gorica, Venture Factory - Business Incubator of University of Maribor; Development Centre Zasavje (funds: 480.000; 60.000,00 € / year / partner)
Describe the target group	Researchers, students, innovators – with technology based business idea Start ups, Companies
Describe how do you reach the service to customers? Does the company apply for the service independently via email or website? or Does the Business Support Organisation seek clients?	Most partners are very linked to innovation community and aware of SMEs / innovators / business idea holders challenges and needs. Services and courses program was carefully set and promoted via selected promotion channels (targeted mailing, newsletters, web pages, info workshops, entrepreneurial events,…). For the services beneficiary applied via mail or phone to set the initial meeting. Due to the highly customised services provided (support related to IPR, product development) there was limit to no of target beneficiaries.

<table>
<tr><td rowspan="2">Description of the service</td><td>Describe the service? What kind of issues does it consider?</td><td rowspan="2">Support services for stimulating innovative entrepreneurship provided by organisations of the Slovenian innovative ecosystem (technology parks, incubators).

The consortia of partners implemented the following:
- Activities strengthening the entrepreneurial spirit and boosting innovativeness in SMEs;
- Providing cutting-edge support services for successful establishing and take-off of innovative start-ups;
- Providing support to SMEs in the process of their growth and internationalisation (global break-through);
- Activities related to dynamic innovation ecosystem building and intensive promotion of innovative SMEs community;
- Activities focused on strengthening entrepreneurial spirit in Zagorje; tackling region's specific challenges (post-industrial degraded area);
- counselling and specialised workshops / courses
- incubation services for start-ups;
- general awareness raising on knowledge based entrepreneurship and related opportunities as well as
- stimulating wider use of non-technical innovations and related solutions.

More in detail - services implemented were responding to practical needs of regional knowledge based entrepreneurs / talents. Entrepreneurs and talents were provided with access to knowledge, expertise and counselling via:
- specialised workshops and courses (i.e. marketing and commercialisation of innovative products upon lean methodologies, financial aspects of the operations of new company, access to finances & funding, new markets & IPR, IPR in general, content marketing, analytics and metrics of media/promotion activities, …);
- services related to support new companies creation (individual consultations on business model development, team leading, human resources management, legal aspects of the different forms of companies, etc.);
- services related support new product / service development (internal innovation processes, integration into value chains, technology transfer, …);
- services and consultations related to patent applications.
Detailed program is available on request.</td></tr>
<tr><td>Describe the way the service is provided.</td></tr>
<tr><td colspan="2">Staff - describe the required qualifications</td><td>Staff involved in the programme implementation was composed of following team members:
- expert in TT,
- expert on lean and agile methodologies,
- coordinator was responsible for general information, awareness raising, event management, services related to incubation, reporting – thus additional to general entrepreneurial knowledge also skills as project management and basics in communication and promotion were required.</td></tr>
<tr><td colspan="2">Charges: fully paid by the entrepreneur, subsidized from public funds (national, EU, etc), free of charge</td><td>The services were implemented under the de-minimis rule. The programme was funded by public funds.</td></tr>
</table>

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<tr><td colspan="2">Since when your organisation has delivered the service (if you do not deliver it anymore please point the period of time you have)?</td><td>The programme was implemented in 2013 and 2014.

It is expected that support services responding on challenges of innovative companies and innovative ideas with high potential for rapid growth and provided by organizations of innovative ecosystem will be supported in 2016 and 2017.
Foreseen public funds
2 mio EUR / year on national level.</td></tr>
<tr><td rowspan="3">The effects</td><td>How many companies have already been the benficiaries of the service?</td><td rowspan="3">Achieved results of the consortia led by Technology park Ljubljana; for period 2013 - 2014:
- No of patent applications: 44
- No of newly established innovative companies: 116
- No of new products, processes, services supported by consortia: 62
- No of specialised workshops / courses in the field of innovation, product development, commercialisation of new products, services, process: 18</td></tr>
<tr><td>To what extent does the service covers the real needs of the companies? Point out the companies needs.</td></tr>
<tr><td>Describe the obstacles faced by the companies and answer whether the service contributes in removing them.</td></tr>
<tr><td></td><td>What mainly affects the effectiveness of the service? Describe the impact of the used method and the support system design.</td><td></td></tr>
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<table>
<tr><td colspan="2">DEMOLA</td><td>Demola is an international organization that facilitates co-creation projects between university students and companies, either locally or internationally.
Demola is a public private initiative.
Demola is also nominated as a best practice by OECD and World Bank.

National coordinator: Razum: (Institute of University of Maribor)
Educational partners on national level are University of Ljubljana and University of Maribor.
TPLJ supports program with awareness rising among entrepreneurial community.</td></tr>
<tr><td colspan="2">Describe the target group</td><td>Students and
Companies providing technology/innovation challenges</td></tr>
<tr><td colspan="2">Describe how do you reach the service to customers? Does the company apply for the service independently via email or website? or Does the Business Support Organisation seek clients?</td><td>Access to challenges: via Razum: network of partners.
Access to students: due to high profile results in the past years, nowadays the programme is officially recognised by University of Ljubljana and University of Maribor; meaning that DEMOLA is optional/elective course – which add to motivation for participation.</td></tr>
<tr><td rowspan="2">Description of the service</td><td>Describe the service? What kind of issues does it consider?</td><td rowspan="2">Demola is an international organization that facilitates co-creation projects between university students and companies, either locally or internationally.

To be more specific, Demola is:

• a network that consists of various partners including universities, their faculties, researchers and students, as well as companies, local agencies and a growing number of Demola Centers around the globe. Not only are we international, we are interdisciplinary.
• a co-creation concept that is geared to solve real challenges. Every project has an outcome – be it a new concept, a demo, or a prototype. If the partner company finds the outcome useful, the company can license or purchase the outcome, and take it for further development.
• a process that is formatted and facilitated. The Demola process ensures that the work is systematic and runs on schedule. This way, the work itself can be as creative as possible, but the process keeps things under control both in terms of time and deliverable.
• a framework that makes is easy for partners to come in and cooperate. Each partner has a clear role, and the work is guided by simple procedures. Contracts, intellectual property rights, licensing models, and other legal requirements are in place and meet international business standards and practices.</td></tr>
<tr><td>Describe the way the service is provided.</td></tr>
</table>

		Within the framework of RAZ:UM, Demola Slovenia was established in 2013 in order to encourage cooperation between students, companies and higher education institutions through project assignments that could be of interest to the economy. Within the framework of DEMOLA, companies publish project assignments to be completed by multidisciplinary groups of students under the mentorship of companies and researchers from University of Maribor and University of Ljubljana. Students must complete the assignment within three and a half months. By participating in DEMOLA, companies can stimulate the research and innovation process with creative ideas of students and meet potential human resources. Participation in the DEMOLA concept is also a great opportunity to establish efficient and sustainable cooperation between companies and researchers from University of Maribor and University of Ljubljana.
Staff - describe the required qualifications		Excellent network of facilitators with expertise on leading, communication and managing people, resources. Should have developed skills on team leading time management, conflict solving.
Charges: fully paied by the entreprenur, subsidized from public funds (national, EU, etc), free of charge		The service is free of charge for the students. From the DEMOLA perspective, program is licensed - 10.000€. Needed budged for project implementation (infrastructure, staff, workshops, …): 70.000€ Funds are raised by public-private financing principle. Fundraising presents also main obstacle for the forthcoming implementation.
Since when your organisation has delivered the service (if you do not deliver it anymore please point the period of time you have)?		TPLJ supports awareness rising (from 2016 on) among entrepreneurial community; in order to collect high quality technology/innovation challenges.
The effects	How many companies have already been the benficiaries of the service?	Cumulative results from 2013 on: - 350 students involved on solving challenges of companies - 60 projects developed - 30 companies provided challenges
	To what extent does the service covers the real needs of the companies? Point out the companies needs.	
	Describe the obstacles faced by the companies and answer whether the service contributes in removing them.	

	What mainly affects the effectiveness of the service? Describe the impact of the used method and the support system design.	

Young Researchers in Economy (public co-funding)		The Slovenian government grants special incentives (including tax reductions) to enterprises that employ doctoral candidates and young researchers. Young Researchers in the Economy is designed to introduce more highly educated staff into private companies and stimulate companies to hire young graduates to enhance their R&D and innovation activities. The service is mainly financial, providing co-financing for salaries and some materials costs for a young researcher who is employed in a company while pursuing a PhD at the university.
Describe the target group		Young researchers; Ph.D. students Companies with R&D
Describe how do you reach the service to customers? Does the company apply for the service independently via email or website? or Does the Business Support Organisation seek clients?		Application - grant proposal Awareness raising via communication channels / web page of tenderer, universities, network of responsible Ministry.
Description of the service	Describe the service? What kind of issues does it consider?	The program was designed back in 1986 with the aim to increase the number of researchers in the country. After a deep analysis of the achieved results, the upgraded measure was introduced in 1994 and 2008. The overall aim of the program is to encourage industry (companies) to employ highly educated staff (young researchers – Ph.D.) to stimulate R&D activities in the companies on one hand and stimulate young researchers for applicative research on other hand as well as to increase the number of students pursuing Ph.D. studies in the field of technology, engineering and mathematics. For the period 2007 – 2010, the measure was funded by Slovenian Research Agency and run by TIA (Technology and Innovation Agency). The program provided financial support to beneficiaries: - companies and technology centres employing young researchers for co-financing their salaries and - universities as providers of formal education related to Ph.D. degree of the young researchers. The young researchers' research training and working program (Ph.D. theme) was agreed mutually by both beneficiaries. Grant proposals were ranked according to the following criteria: - suitability of a young researcher, - suitability of the mentors, - suitability of a company or technology centre, - suitability of a research group (company's own or an outsourced group), - the training programme.
	Describe the way the service is provided.	
Staff - describe the required qualifications		For the coordination of the programme staff needs deep knowledge of the call and skills related to project management
Charges: fully paied by the entreprenur, subsidized from public funds (national, EU, etc), free of charge		Host organisation – company partly finance the salary of the young researcher.

<table>
<tr><td colspan="2">Since when your organisation has delivered the service (if you do not deliver it anymore please point the period of time you have)?</td><td>TPLJ was not directly involved as provider of the programme; however several of the companies of TPLJ community successfully applied and hosted young researchers.</td></tr>
<tr><td rowspan="4">The effects</td><td>How many companies have already been the benficiaries of the service?</td><td rowspan="4">According to TIA report on achieved results, for the generation 2007, 2008, 2009 and 2010:
- the status of young researcher have been approved to 403 candidates,
- by the end of year 2011, 21 young researchers obtained the Ph.D.
- 251 participating companies,
- 235 participating research groups,
- 59,26 million EUR support have been awarded (total calls value 81,69 million EUR).

In addition to the growing competition among companies with R&D groups or departments for best graduates, cooperation links between participating companies and research centres have been established and thus knowledge and technology transfer performance stimulated.
For the period till 2013 when the last call have been published (for research project for the years 2013 and 2014, 10.300.000,00 EUR was available), the Young Researchers Programme have been funded and coordinated by the Slovenian Research Agency upon the same methodology: Young researchers participate in basic or applied research projects during their postgraduate studies, engaged by fixed term employment contracts. The young researcher's salaries and social contributions as well as related costs for research and post graduate study) were covered by the Slovenian Research Agency. The average annual cost of one researcher has been approx. 30.000,00 EUR. In the period 2007-2013 the programme was co-financed by European Union, from the European Social Found.[34]
Remark:
TPLJ was not directly involved as provider of the programme, however several of the companies of TPLJ community successfully applied and hosted young researchers.
The public call for Young Researchers in Economy will be published again in 2017.</td></tr>
<tr><td>To what extent does the service covers the real needs of the companies? Point out the companies needs.</td></tr>
<tr><td>Describe the obstacles faced by the companies and answer whether the service contributes in removing them.</td></tr>
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[34] *Young researcher in Economy* (n.d.). Retrieved from http://www.eu-skladi.si/skladi/primeri-dobrih-praks/op-ropi/mladi-raziskovalci-iz-gospodarstva-2007-2013

HUNGARY

CENTRAL TRANSDANUBIAN REGIONAL INNOVATION AGENCY

Service name: Training on innovation management		**Description**
Describe the target group		SME representatives responsible for innovation management within their organization.
Describe how do you reach the service to customers? Does the company apply for the service independently via email or website? or Does the Business Support Organisation seek clients?		The training is held twice a year and companies have to apply to participate.
Description of the service	Describe the service? What kind of issues does it consider?	It is an accredited training programme for individuals responsible for innovation management within their organization.
	Describe the way the service is provided.	It is a partly online and partly personnal training programme.
Staff - describe the required qualifications		Qualified trainers on each innovation management topics covered by the training.
Equipment and tools - describe (if applicable)		An online training material is given as the basis for the traning.
Charges: fully paied by the entreprenur, subsidized from public funds (national, EU, etc), free of charge		Basically it is free of charge, but in case of special company requests, individual training shall developed and implemented on an agreed price
Since when your organisation has delivered the service (if you do not deliver it anymore please point the period of time you have)?		2010
The effects	How many companies have already been the benficiaries of the service?	20 companies per year as an average
	To what extent does the service covers the real needs of the companies? Point out the companies needs.	It is more supportive on the knowlegde development for the internal staff on many innovation management related issues.
	Describe the obstacles faced by the companies and answer whether	Lack of trained staff.

	the service contributes in removing them.	
	What mainly affects the effectiveness of the service? Describe the impact of the used method and the support system design.	-

Service name: Mentor Club		**Description**
Describe the target group		Young innovators between 18 and 40 having a marketable product or service idea in any stage of its development. Inovative entrepreneurs and would-be ones are welcome from any fields of the economy.
Describe how do you reach the service to customers? Does the company apply for the service independently via email or website? or Does the Business Support Organisation seek clients?		The selection system for mentoring is managed by the National Research, Development and Innovation Office. The companies have to apply for being part, the selection process is made by a jury of relevant experts.
Description of the service	Describe the service? What kind of issues does it consider?	The mentoring (coaching) service is a 3 step procedure as follows: (1) validation of the idea and make it ready for further development by tailor-made service package development; (2) 6 months common work on the development of the innovative idea; (2) monthly monitoring
	Describe the way the service is provided.	One mentor (coach) is dedicated to one entrepreneur and they have face-to-face meetings at least twice per month. Additionally they have a common online platform to change current ideas.
Staff - describe the required qualifications		Having a national coordination and validation, the involved staff have to be participated on a mentoring training on the one hand and have to have at least 5 years of experience on innovation management.
Equipment and tools - describe (if applicable)		Our own sharepoint tool is used for communication and joint management.
Charges: fully paied by the entreprenur, subsidized from public funds (national, EU, etc), free of charge		Free of charge for the target groups (fully subsidized from national funds)
Since when your organisation has delivered the service (if you do not deliver it anymore please point the period of time you have)?		Delivered by us since 2013. Two trained mentors are involved within the organization.
The effects	How many companies have already been the benficiaries of the service?	No more than 4 companies can participate paralelly for a 6 months mentoring. Alltogether 26 companies participated until now. (At county level, the number of the mentored ones is over 200.)

	To what extent does the service covers the real needs of the companies? Point out the companies needs.	Being a tailor-made supporting instrument, completely fitted to the needs of the individual companies (always starts with a need assessment).
	Describe the obstacles faced by the companies and answer whether the service contributes in removing them.	The main obstacle from the companies is the secrecy, as most ideas have not yet protected. It has been solved by the contract of secrecy and the 1 company - 1 mentor approach.
	What mainly affects the effectiveness of the service? Describe the impact of the used method and the support system design.	The main effectiveness factor is that there is only a strong operational framework, but the professional issues are developed individually. Otherwise it can only be managed for a rather small number of enterprises.

Service name: International innovation competition		**Description**
Describe the target group		18-35 y innovators (or they companies) having a promising product/service innovation close to commercialization.
Describe how do you reach the service to customers? Does the company apply for the service independently via email or website? or Does the Business Support Organisation seek clients?		The so called customers had been collected from 9 SEE countries by the joint work of BSOs.
Description of the service	Describe the service? What kind of issues does it consider?	The service part of the competition is a training before the competition for all participants. It supports the "competitors" with useful tools for developing their business plans and elaborating their pitches to be presented in front of local and, potentially, foreign investors. The first day workshop was actually focusing on Business Modelling, with a particular focus on the Business Model CANVAS: the participants have the occasion to discover new ways for innovating their businesses both via theoretical lessons and practical exercises. During the second day competitors have the chance to learn directly from a Business Angel the best way to relate with investors and to present their pitches.
	Describe the way the service is provided.	The training was held in 9 countries individually, but following common methodology.
Staff - describe the required qualifications		Not the qualification, but the experience on innovation management was the criteria of the involved staff. In case of Hungary, innovation managers have implemented it.
Equipment and tools - describe (if applicable)		The service no needs special tool or equipment.
Charges: fully paied by the entreprenur, subsidized from public funds (national, EU, etc), free of charge		Free for the customers, funded by INTERREG SEE
Since when your organisation has delivered the service (if you do not deliver it anymore please point the period of time you have)?		Since 2014, on a bi-annual base, so the next round will be in 2016.
The effects	How many companies have already been the benficiaries of the service?	45 companies in Hungary and 250+ at SEE level.

	To what extent does the service covers the real needs of the companies? Point out the companies needs.	Companies have lack of knowledge and internal resources in most cases to get closer to the market with their ideas.
	Describe the obstacles faced by the companies and answer whether the service contributes in removing them.	Innovative young entrepreneurs mostly having a lack of knowlegde how to sell their results on the investment market. This gap tried to be solved by the service.
	What mainly affects the effectiveness of the service? Describe the impact of the used method and the support system design.	The training have prepared them for not only a competition but supported them to get in touch with investors. E.g. all 3 awarded Hungarian innovators got financial support for their ideas after the competition.

Service name: Innovation Audit		Description
Describe the target group		Micro- and small companies
Describe how do you reach the service to customers? Does the company apply for the service independently via email or website? or Does the Business Support Organisation seek clients?		CTRIA promotes the service through online channels and professional meeting, especially to cluster member companies and the can apply for the service online or personally.
Description of the service	Describe the service? What kind of issues does it consider?	Quick-cycle Organization Innovation Audit tool is designed to help identify where it is right now and where it should focus its efforts on innovation and innovation management. It focuses on three broad types of capabilities required to manage innovation across the organization: Innovation Strategy – why, where and when to innovate Innovation Capacity – process, people, resources Innovation Discipline – leadership, culture and metrics
	Describe the way the service is provided.	Following an online questionnaire, the service is a kind of personnal consultancy.
Staff - describe the required qualifications		Economist, trained on innovation audit taking this service.
Equipment and tools - describe (if applicable)		There is an evaluation tool (online questionnaire) on the organization as a starting point of the service provision.
Charges: fully paied by the entreprenur, subsidized from public funds (national, EU, etc), free of charge		Partly paid by the entrepreneur
Since when your organisation has delivered the service (if you do not deliver it anymore please point the period of time you have)?		Since 2014
The effects	How many companies have already been the benficiaries of the service?	37 companies have already benefitted from the service
	To what extent does the service covers the real needs of the companies?	The main need is to have a deep view on the operation of the company from this perspective and get valuable support to improve its efficiency.

	Point out the companies needs.	
	Describe the obstacles faced by the companies and answer whether the service contributes in removing them.	There is no internal organisational knowledge on innovation management. The service highlights the main issues to solve to make the organisation more effective in this field.
	What mainly affects the effectiveness of the service? Describe the impact of the used method and the support system design.	Through this audit, we can help to: Gain an understanding and agree on where the organization is in terms of innovation and understand key strengths, weaknesses, enablers and barriers Understand best practices and gaps to realistically target and close Setting the right projections and gap fit activities forces leaders and managers to allocating the minimum appropriate/best resources to move the needle

Service name: Intellectual Property Valuation		Description
Describe the target group		Companies having innovative products or services on any economic field. Mostly young companies (on their 3-5 y of operation) are involved.
Describe how do you reach the service to customers? Does the company apply for the service independently via email or website? or Does the Business Support Organisation seek clients?		Companies that are contracting us on tendering seeks the service to get familiar with their internal opportunities.
Description of the service	Describe the service? What kind of issues does it consider?	
	Describe the way the service is provided.	
Staff - describe the required qualifications		1 patent agent, 1 expert of the Hungarian Intellectual Property Office and 1 lawyer gives the human background
Equipment and tools - describe (if applicable)		The tool used is changing company to company, and always combine different valuation causes (management-related, enterprise-related, transfer-oriented, conflict-oriented, finance-oriented)
Charges: fully paied by the entreprenur, subsidized from public funds (national, EU, etc), free of charge		Fully paid by the entrepreneur.
Since when your organisation has delivered the service (if you do not deliver it anymore please point the period of time you have)?		2011
The effects	How many companies have already been the benficiaries of the service?	10 companies per year as an average
	To what extent does the service covers the real needs of the companies? Point out the companies needs.	Companies are require to valuate their IP resources.

	Describe the obstacles faced by the companies and answer whether the service contributes in removing them.	An invesment disadvantage not the know the IP value, so they are facing the pricing problem of the company. IPV service give an exact picture on it.
	What mainly affects the effectiveness of the service? Describe the impact of the used method and the support system design.	It is mostly a financial and legal service and support management decesions at an individual company.

Service name: Innovation voucher		Description
Describe the target group		SMEs with significant development potential. R&D activities in the past 2 years and accredited cluster memberhip is an advantage
Describe how do you reach the service to customers? Does the company apply for the service independently via email or website? or Does the Business Support Organisation seek clients?		Companies have to apply for the service and can get 10-60000 EUR support.
Description of the service	Describe the service? What kind of issues does it consider?	It is a voucher to get innovation consultancy or innovation support services
	Describe the way the service is provided.	After a successful application, the service can be contracted to an external exprert and the following support can be reached: „innovation consultancy": knowledge transfer, intangible assets' protection and utilization, standardization, training. „innovation supporting services": office rental, daa banks, libraries, market research, laboratory use;
Staff - describe the required qualifications		Individually defined by the exact service need.
Equipment and tools - describe (if applicable)		Not applicable
Charges: fully paied by the entreprenur, subsidized from public funds (national, EU, etc), free of charge		Fully EU subsidized (GINOP), free for the customer.
Since when your organisation has delivered the service (if you do not deliver it anymore please point the period of time you have)?		The service was avaliable between 2007-2011 and restarted its operation in 2015.
The effects	How many companies have already been the benficiaries of the service?	2500+ beneficiaries in the 1st stage and 1000+ is planned until 2018 in the current phase.
	To what extent does the service covers the real needs of the companies? Point out the companies needs.	Being a voucher for serveral type of services, direcly relates their R&D&I needs.

	Describe the obstacles faced by the companies and answer whether the service contributes in removing them.	No internal financial resources to use thes services and it is fully financed this way.
	What mainly affects the effectiveness of the service? Describe the impact of the used method and the support system design.	-