



Funded by  2020 HORIZON

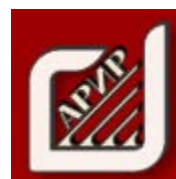


DESIGN OPTIONS PAPER

**MEVINO – Making an Easy and Valuable way
for Innovation with Peer Learning**

INNOSUP project H2020 CSA-LS 680943

Status: 28 April 2017



Disclaimer

The opinions and conclusions expressed in this report are those of the authors, the project team and involved regional stakeholders. They do not necessarily reflect the opinion or position of the European Commission and in no way commit the involved organizations.

Consortium and Contact

This project was supported by the European Commission within the H2020 Innosup framework.

This Design Option Paper was prepared by the team of MEVINO project:

Arif Köseoğlu (Coordinator-Team Leader) – MEVKA (arif.koseoglu@mevka.org.tr)

İsmail Ünver – MEVKA

İsmail Aras – MEVKA

Ali Kerem Fidan – MEVKA

Mustafa Dinç- MEVKA

Halil Sena Yetkin – MEVKA

Ángel Prieto Sotos (Team Leader) – CEEI Albacete

Jose Serna – CEEI Albacete

Ana Córdoba – CEEI Albacete

Rumyana Grozeva (Team Leader) – SZREDA

Konstantin Stoyanov – SZREDA

Venelin Dobrev – SZREDA

Ellen Bommersheim (Team Leader) – KOMPASS

Elke Read – KOMPASS

Simon Faber – KOMPASS

Hans-Christian Jäger – IDEUM

Executive Summary

In today's world, increasing speed of technological development and commercial opportunities need new approaches regarding the entrepreneurship ecosystem and keeping up with the global economic-social changes. Within this perspective, supporting innovative entrepreneurship and young businesses through an efficient delivery of professional support together with public guidance is essential without any argument.

On the other hand, governments, non-governmental institutions and entrepreneurship networks are looking for successful practises, promising policies and good entrepreneurial environment to support and improve entrepreneurs in this field to prevent them from falling back.

In order to fill this gap, within the scope of INNOSUP project 'MEVINO' (CSA-LS 68943), transfer of good practises in partner organizations, the enhancement of existing programmes and establishing new models for intermediaries which give technical support to SMEs are set as goals in our MEVINO (Making and Easy and Valuable Way for Innovation with Peer Learning) project. MEVINO aims at increasing innovative young business activities through delivering proper support for potential entrepreneurs and startups. This project realizes it by focusing on peer learning of project partners, implementing successful practises on innovation and entrepreneurship and cooperating in related topics. The expected impact of the project is expanding the successful measures created by this project to the regional level and to the national level later on by meeting regional needs and entrepreneurial deficiencies.

MEVINO project consists of 4 partners:

- Mevlana Kalkınma Ajansı (MEVKA) from Konya, Turkey
- Fundacion Centro Europeo de Empresas e Innovacion-Albacete (CEEI Albacete) from Castilla-la Mancha, Spain
- Agentziya za Regionalno Ikonomichesko Razvitie (SZREDA) from Stara Zagora, Bulgaria

- Kompass Zentrum für Existenzgründungen gGmbH (KOMPASS) from Frankfurt, Germany

Except KOMPASS, 3 of these partner regions generally suffer from the lack of SMEs' and young businesses' innovation activities. The fourth partner KOMPASS has a relatively better innovative system compared to other partners. "4+1 Phase Model" and "Guidebook for trainers – Continuing Education for Startup Consulting by Business Advisors in the Public Sector", elaborated under the leadership of KOMPASS, are highly acknowledged sample results on international level and already transferred to other regions.

On the first step of the MEVINO project, each partner made a critical analysis of the current situation and related problems are defined by categorizing them under SWOT report. On the second step, according to the findings and the good practises mentioned above, similar successful applications and studies are evaluated within the MEVINO project and improvement measures are created considering the unique qualifications and needs of each partner region. Addition to this, stakeholders for each improvement measure is designated to make the measures more influential and comprehensive. Feasibility checks for most of the measures were also made for testing their applicability.

Overall, the whole project cycle includes this steps:

- Peer review of current service delivery system and entrepreneurial ecosystem
- SWOT documentation of current service delivery system
- Elaboration of Improvement Measures and designating stakeholders
- Feasibility check of the Improvement Measures
- Implementation of the Improvement Measures & Monitoring

Peer review of current service delivery system and entrepreneurial ecosystem constitutes the first step of the project. In this step, each partner made a critical analysis of the current situation and relatable problems about the project were noted by classifying. Later, according to the data that was acquired by the analysis, SWOT documentations of the current systems were made and certain issues are prioritized.

Thirdly, in order to address and resolve these issues, improvement measures were devised by taking the successful practices of the project partners on similar problems as examples. For these measures; certain groups, institutions or endeavors that are thought to be competent and compatible were designated as stakeholders. With the stakeholders, feasibility studies were done for evaluating the measures' potential of being successful, dissemination and exploitation. The last step constitutes the implementation of the improvement measures which hasn't been done at the moment this report was written.

Overall, MEVINO aims at increasing innovation activities of young businesses through a more effective delivery of professional entrepreneurial support for potential entrepreneurs and startups. With the Project, the project partners are planning:

- A better support service for innovation oriented entrepreneurship activities
- More transparent and easier working entrepreneurial mechanisms
- More collaborative and institutions related to innovation and entrepreneurs
- Long-term partnerships between entrepreneurs, public and private bodies.
- Lesser unemployment rates by fostering entrepreneurship

Table of Contents

1.	Introduction	9
2.	Addressed challenge	11
3.	Partner Regions	13
3.1	Regional Overview MEVKA : Konya-Karaman, Turkey	13
3.2	Regional overview CEEI Albacete: Castilla-la Mancha, Spain	16
3.3	Regional Overview SZREDA: Stara Zagora, Bulgaria	19
3.4	Regional Overview KOMPASS: Frankfurt, Germany	23
4.	MEVINO Approach	25
4.1	Service Delivery System	26
4.2	MEVINO Design Process	29
4.3	Peer Review Guideline	30
5.	Lessons learnt from the MEVINO approach and findings by its application	32
5.1	Application of the 4+1 Model following the 6-step MEVINO design process – Lessons Learnt	32
5.2	Peer Review	33
5.2.1	Individual findings: The framework for entrepreneurship support in the reviewed region	33
5.2.1.1	Potential for innovative entrepreneurship	33
5.2.1.2	Entrepreneurship Policy and Networking	35
5.2.2	Individual findings: 4+1 Phase Model for Lifecycle Support	37
5.2.2.1.1	Phase +1 – Approach & Acquire (startup stimulation phase)	40
5.2.2.1.2	Phase 1 – Orient and Assess (pre-startup)	41
5.2.2.1.3	Phase 2 – Plan and Qualify (pre-startup)	42
5.2.2.1.4	Phase 3 – Start and Implement	42
5.2.2.1.5	Phase 4 – Stabilize and Grow	44
5.2.3	Lessons Learnt	45
5.3	SWOT documentation of current Service Delivery System	46
5.3.1	Lessons Learnt Individual findings: SWOT for Konya Karaman Region	46
5.3.2	Individual findings: SWOT for Province of Albacete	50
5.3.3	Individual findings: SWOT for Region of Stara Zagora	54
5.3.4	Individual findings: SWOT for Frankfurt am Main Region	57
5.3.5	Lessons Learnt	59
5.4	Elaboration of Improvement Measures	60
5.4.1	Individual findings: Improvement Measures for Konya Karaman Region	60
5.4.1.1	Improvement Measure 1: Profiling Tool	60
5.4.1.2	Improvement Measure 2: Mapping Tool	61

5.4.1.3	Improvement Measure 3: Business Angel Network	63
5.4.2	Individual findings: Improvement Measures for the Province of Albacete	66
5.4.2.1	Improvement Measure 1: Incorporation of the Good Practice of Kompass 4+1 Phase Model.	66
5.4.2.2	Improvement Measure 2: Start Using the Mapping Tool	67
5.4.2.3	Improvement Measure 3: To consolidate companies that invest in innovative activities.	68
5.4.3	Individual findings: Improvement Measures for the Stara Zagora Region	71
5.4.3.1	Improvement Measure 1: Organizing events for local people for the adoption of entrepreneurship	71
5.4.3.2	Improvement Measure 2: Events to promote the Investment plan for Europe.	73
5.4.4	Lessons Learnt	76
5.5	Feasibility Check	78
5.5.1	Individual findings: Feasibility Check for Konya Karaman's measures	78
5.5.1.1	Feasibility Check for Improvement Measure 1: Profiling Tool	78
5.5.1.2	Feasibility Check for Improvement Measure 2: Mapping Tool	78
5.5.1.3	Feasibility Check for Improvement Measure 3: Business Angel Network	78
5.5.2	Individual findings: Feasibility Check for Albacete's measures	80
5.5.3	Individual findings: Feasibility Check for Stara Zagora's measures	82
5.5.3.1	Feasibility check for Improvement Measure 1: Organizing events for local people for the adoption of entrepreneurship	82
5.5.3.2	Feasibility check for Improvement Measure 2: Events to promote the Investment plan for Europe.	83
5.5.4	Lessons Learnt	85
6.	Recommendations for improving the regional entrepreneurship ecosystem and related support services	87
7.	Annex	90
7.1	Peer Review Guideline	90
7.2	Annex Good Practices	97
7.2.1	Good Practice Profiling Tool by Kompass, Germany	97
7.2.1.1	Overview	97
7.2.1.2	Objective and Expected Benefit	97
7.2.1.3	Who Developed	98
7.2.1.4	Target	98
7.2.1.5	Method	98
7.2.1.6	Material	98
7.2.1.7	Detailed Description of Tool	98
7.2.1.8	Learning Outcome	99

7.2.2	Good Practice Mapping Tool by Aster, Italy(From Bartok Project)	99
7.2.2.1	Overview	99
7.2.2.2	Objective and Expected Benefit for participants	100
7.2.2.3	Who developed	100
7.2.2.4	Target	100
7.2.2.5	Method	100
7.2.2.6	Material	101
7.2.2.7	Detailed description of the Tool	101
7.2.2.8	Learning Outcome	101
7.2.3	Good Practice The Business Angels Network of Castilla – La Mancha (GOBAN)	103
7.2.3.1	Background and context.	103
7.2.3.2	Structure, organization and services	104
7.2.3.3	Scope of action	105
7.2.3.4	Transferability of the methodology	105
7.3	Annex Literature	106

1. Introduction

This Design Options Paper is the end deliverable of the INNOSUP project 'MEVINO' (CSA-LS 680943) that ran from 1 February 2016 until 31 April 2017. INNOSUP stands for Innovation Support to SMEs. It is a programme of the European Framework Programme for Research and Innovation, also known as Horizon 2020¹

According to twinning advanced methodology at least 3 agencies join forces in a project to explore 'an innovation support challenge', like:

- the design of new instruments for a specific target group (creative industries, web startups) or issue ('incubation', 'managing growth');
- the redesign of an existing service to deliver it more efficiently or create synergies between European, national and regional support;
- solutions for common problems linked to implementation, monitoring, impact assessment.²

Agencies cooperate reviewing their own practices and those of third parties – including from overseas. The partners jointly draft a 'Design Options Paper' that can be made available also to other interested agencies.

The European Commission launched the INNOSUP call 2014-5 in order to tackle the following challenge:

The transfer of good practices in SME innovation support, the enhancement of existing and the establishment of new innovation support programmes for SMEs remains slow; and SMEs benefitting from support the programmes still often remain dissatisfied with the services received.

Through this call the European Commission wanted to provide incentives to national and regional innovation agencies for engaging in peer learning on all topics relevant for the design and delivery of innovation support programmes for SMEs. The expected

¹ European Commission, 2013. INNOSUP 2014-5: peer learning of innovation agencies <https://ec.europa.eu/research/participants/portal/desktop/en/opportunities/h2020/topics/innosup-5-2014.html>

² H2020-INNOSUP-05 Peer-learning of innovation agencies <https://ec.europa.eu/easme/en/peer-learning-innovation-agencies>

impact of the projects is that the results of the peer learning are taken up by national and regional innovation support programmes.³

MEVINO project consists of 4 partners:

- Mevlana Kalkınma Ajansı (MEVKA) from Konya, Turkey
- Fundacion Centro Europeo de Empresas e Innovacion-Albacete (CEEI Albacete) from Castilla-la Mancha, Spain
- Agentziya za Regionalno Ikonomichesko Razvitie (SZREDA) from Stara Zagora, Bulgaria
- Kompass Zentrum für Existenzgründungen gGmbH (KOMPASS) from Frankfurt, Germany

Except KOMPASS, 3 of these partner regions generally suffer from the lack of SMEs' and young businesses' innovation activities.

³ European Commission, 2013. INNOSUP 2014-5: peer learning of innovation agencies
<https://ec.europa.eu/research/participants/portal/desktop/en/opportunities/h2020/topics/innosup-5-2014.html>

2. Addressed challenge

MEVINO aims at increasing innovation activities of young businesses through a more effective delivery of professional entrepreneurial support for potential entrepreneurs and startups. Fostering innovative entrepreneurship with public funding and public guidance contributes to a thriving economy and to the reduction of the unemployment rate.

Innovation is a key issue for regional competitiveness, not only for the MEVINO partner regions, but for each region. Nevertheless, mature companies as well as startups and potential entrepreneurs are often not sufficiently aware about the impact of their degree of innovation on their competitiveness and profitability. At the same time regional economic policy is often not sufficiently supporting the creation of new business in a holistic way and the systematic awareness raising of young entrepreneurs for their own innovation activities is often limited to those startups which have already a high innovation orientation. In particular in case of market failures, when the clients cannot or want not pay for the offered service in a proper way – as it is the case for awareness raising for the opportunities of innovation oriented new business – the support chain for startups has serious gaps without public support. Therefore the innovation potential of young entrepreneurs can usually not sufficiently be exploited leading to a lower number of startups, less successful startups, less jobs and an underdeveloped regional competitiveness.

In particular in times of higher unemployment rates and due to the fact, that SMEs are the acknowledged drivers of job creation, a stronger focus on the combination of holistic startup support with increased innovation orientation can contribute to stronger regional competitiveness.

MEVINO partner organisations are looking for pragmatic approach with the aim to:

- Improve the own portfolio of the offered support service for innovation oriented entrepreneurs in terms of need oriented services and quality
- Facilitate the transparency of offered services for potential and young innovation oriented entrepreneurs in the own region

- Facilitate the access to these support services for regional innovation oriented entrepreneurs
- Improve the coordination of the regional support services for innovation oriented entrepreneurs
- Establish a long-term partnership between the 4 consortium partners for further peer learning and exchange during the period of implementation of the elaborated improvement measures as follow-up of MEVINO

3. Partner Regions

3.1 Regional Overview MEVKA : Konya-Karaman, Turkey

Konya-Karaman Region, one of the largest NUTS II regions of Turkey with its 50,164 km² area. With over 2 million population, Konya is the 7th largest in Turkey, Karaman also has more than 180,000 population. The region is in the 4-5th degree earthquake zone which level has the least risk in terms of the earthquake.

There are over than 100,000 of the population is the students in 6 universities in the region. Konya ranks to 4th city according to the number of university instructors and professors, 5th in the number of associate professors, 6th in the number of university students and the 5th city both number of students and schools in vocational educational area.

Konya ranks 1st in the length of the state and province road and divided road and also, Konya ranks 2nd in the road lengths of railway in Turkey. Konya enjoys high speed rail connection to Ankara, Eskişehir and Istanbul. It takes 4 hours 20 minutes to travel to Istanbul using the high speed train and 1 hour and 35 minutes to Ankara. Konya also enjoys connection to Istanbul and Izmir with its airport, carrying nearly 1 million people annually. And 4 hours to the largest port (Mersin) of Turkey.

Karaman is able to reach a market size of 15 million people in 3 hours by land and will be a part of the high-speed rail network in 2017. Feasibility studies of an airport is ongoing. Also Karaman is only 2 hours away from Mersin port by land.

The region is a very important agricultural, industrial and commercial area. Konya has over than 40,000 work places and is 6th in Turkey. The region hosts over 250 foreign-capital firms. Turkey's unemployment rate is 9.7 %; in Konya, it is 4.7 % and the 2nd lowest rate. In Karaman however the ratio is 4.2%, the province with the least unemployment. Also, Konya has 9 Organized Industrial Zones and Karaman has one.

Turkey's leading exporter of office furniture is in Konya. With 15 million pairs, Konya accounts for 15% of Turkish shoe production. The leading firms in plastic packaging material production are established in Konya, as well as the sectoral leading firm in

PVC production. Konya is one of the important centres of metal casting industry. In metal casting industry, Konya has 18% market share.

The region has around \$2 billion in exports and \$1.5 billion in imports. Foreign trade have grown 15 times in the last 15 years.

Leading Sectors

Agricultural Machinery: In Agricultural Machinery and Equipment Sector, Konya produces tractors using 90% domestic components and agricultural machines using approximately 100% domestic components. Konya has 65% of Turkish market in this sector and exports 45% of Turkish agricultural machinery and equipment.

Automotive Spare Parts: Konya has a capacity to address the 30% of automotive companies' needs in Turkey. Producing parts and equipment over 70% for many brands and models in automotive sector. Konya has 2 R&D centres. One of them is in automotive supply industry company and the other one is in non-pharmacologic products company. The only Primary Aluminium Production in Turkey.

Agriculture/Foodstuff: Leading Turkey in total agricultural area, cultivated area and fallowing area. 1st in cereal production. 1st in the production of seeds and has 38% share in Turkey. 1st place in the value of total agricultural production, livestock, livestock production and the number of cattle. Konya is the leading producer of milk, wheat, sunflower, sugar-beet, barley, cherry, carrot, flour, salt, dry bean, lupine, tulip and sugar in Turkey. 65% of Turkey's salt demand is supplied from Konya. 15% of Turkey's flour demand is supplied from Konya. 25% of durum wheat production. Konya ranks 2nd in the production of sour cherry, clover, potato, green pea, nigella and corn (for silage). Konya ranks 3rd in the production of safflower, cultivated mushroom and chick pea. Konya ranks 1st in the production of carp and zander. Konya ranks 2nd in the number of small cattle, sheep and layer hens. Konya Commodity Exchange has the first electronic salesroom in Turkey.

Konya ranks 1st in the number of combine harvester, fertilizer distributor machine, sowing machine (seeder) and mobile milking machine. Konya ranks 2nd in the number of tractor, plough and water pump.

Karaman is the largest producer of bulghur, apples and biscuits in Turkey. She hosts some of the largest foodstuff companies in Turkey and realizes 35% of all biscuit/wafer/cake production in Turkey. She also realises 20% of all bulghur production in Turkey.

3.2 Regional overview CEEI Albacete: Castilla-La Mancha, Spain

Castilla-La Mancha is a Spanish region situated in the southwest of Europe. Its central location in the Iberian Peninsula means that there is access to 60% of the Spanish population. It has over 2 million inhabitants (4.5% of the Spanish population) and shares borders with 7 other Spanish regions. In addition to this unique location, the region has a competitive infrastructure that facilitates the free movement of both people and goods both by road and by ordinary and high-speed rail, connecting Castilla La Mancha with its major markets.

Castilla-La Mancha is the third largest autonomy of Spain, with an area of 79,409 km², which represents 13.6% of the peninsular and is also de autonomous community of Spain with the highest number of kilometres of motorways and highways with a total of 2790 km. However, some of these, carry the highest traffic in the country because in addition to being used for internal transport in Castilla-La Mancha, are also national and international routes. In Castilla-La Mancha also run conventional rail lines and has two airports, one in Albacete and another in Ciudad Real. It counts with a population of 2,049,147 inhabitants, 8.60 % of whom are foreign, and in 2014, the unemployment rate in Castilla-La Mancha was 29% 78, well above the national average.

The region generates 3.5% of the national GDP, representing 35,989 million euros, ranking 9th among all the Spanish Autonomous Communities.

In 2013 the distribution of regional GDP by productive sectors was as follows:

- Agriculture 7.4%
- Industry 23%
- Construction 10%
- Services 59.6%

Key Industries in Castilla-la Mancha

Primary sector: occupied 9.4% of the active population and represented 7.4% of the GDP o Castilla-la Mancha. It shows the importance of the primary sector in the economy.

Second sector: this sector supposed the 23% of the Gross Value Added of Castilla-La Mancha, employing more than 15% of the employed. The most important industrial activities are energy production, agri-food industry, wood and furniture manufacturing, leather and footwear, production of non-metallic minerals and oil refining, among others.

Third sector: this sector is the most important in the regional economy. It occupies 67.1% of the active population and represents 59.6% of GDP. Is made up of the following subsectors: commerce, tourism, hospitality, finance, public administration, and administration of other services related to culture and leisure.

Strategic Sectors

Bioeconomy

Castilla-La Mancha is one of the leading regions in Spain in the generation of renewable energy due to its plentiful wind and solar resources. It also has the support of the Administration in developing these types of clean technology. The excellent energy infrastructure in the region has also contributed to this development in such a way that today Castilla-La Mancha can boast ample and proven experience in running and maintaining solar and wind power plants.

Aeroespace

Castilla-La Mancha is one of the regions in Spain where the Aerospace Sector is most widely represented; some of the most important companies in the aerospace sector conduct operations here and moreover these generate and attract business for supporting industries.

Food and Agriculture

Castilla-La Mancha occupies a leading position within the Spanish food and agriculture industry, especially with regard to its wine, olive oil, vegetable, fresh meat (and meat products), cheese and dairy products.

Logistics

All the major logistics companies operate within Castilla-La Mancha. The region offers easy access for industry and large-scale distribution to the main consumer areas in Spain. Its geographical location in the centre of the Iberian Peninsula is unbeatable.

It has excellent infrastructure and with its proximity to Madrid, the main consumer centre in Spain, it offers competitive prices and good communications to the main ports in Spain thanks to its road and railway network.

3.3 Regional Overview SZREDA: Stara Zagora, Bulgaria

Stara Zagora Region is located in the Central South Bulgaria at the crossroad of the four world cardinal directions. Its total area is 5.151,1 km² (515.100 ha). The Region includes 11 municipalities: 2 urban & 9 rural. It covers the Rose Valley, part of the Balkan and Sarnena Gora mountains which are well wooded. The Region is rich in water resources as rivers, lakes, karst springs. The Region is extremely rich in mineral springs.

The combination of topography and water resources enables the development of ecological agriculture and animal husbandry. The geographic location of the Region is one of the most competitive advantages such as logistics for investors and business: here are crossing routes of 3 transport corridors of TEN-T Connection Europe Network, which are the most used link between Europe and Asia Minor – corridors IV, VIII & IX.

Location and connectivity

The Trakia Motorway, part of the Corridor VIII provides quick connection with the Capital City Sofia and the largest international airport in Bulgaria – 231 km. The same Motorway provides quick connection also with the following: Plovdiv Airport – 103 km; the largest Black Sea port in Bulgaria in Burgas – 172 km as well as with the international airport in the city. A second Motorway – Maritza, part of the Corridor IV provides speed connectivity to one of the largest airport hubs in Europe – Istanbul, 367 km, as well as to the port of the megapolis. The Corridor IX provides speed connectivity to the largest Bulgarian port on the Danube River – Ruse, 210 km, and to the second largest airport in Greece and one of the largest ports in the Aegean Sea –Thessaloniki, 432 km.

Human Resources: Population, Labor Force & Education

- Population (31/12/2014): 325.963 people;
- 'European Gender Approach': 51% women v/s 49% men;
- World trends: 72% living in the cities v/s 28 % in the rural areas;
- The Labour Force (population aged between 15 -64) is 71% - 232.949;
- The Labour Force available in 1,5 hours from Stara Zagora is 210.662;
- The Labour Force available at 100 km distance from the City of Stara Zagora is 873 131 people;
- The Economic Activity Rate of the Labour Force is 67,6;

- The Employment Rate per the Region is 62,8%, per country is 65,1% and 69,2 % per EU;
- The Unemployment Rate per the Region is 7,1%, which is under per these of country – 9,8 % and EU -9,7%;

The employed people in the region are 100.370. The largest share of the Employed is in the manufacturing sector: 31%. The second sector is the trade and repair of motor vehicles - 13%. The sectors of Government and Administrative activities providing only 6% employment. Employment levels in the regional economy of Stara Zagora are different for different levels of education. Typically for each region, the wages vary for different economic sectors: The lowest average gross annual salary - the sector of hotels and restaurants: about 2.633 €. The highest - the production and distribution of electricity, heat and gas – 13.645 €, followed by the extractive industries sector – 10.517 €, activities related to water, waste management and recovery – 6.955 €, the manufacturing sector – 4.480 €, the construction sector – 4.199 €.

The total cost of labor includes the wage of the employee and the contributions to the state budget, which both the employee and the employer have to make.

The total cost of hiring a skilled industrial worker in Stara Zagora is under €8.000 a year - among the most competitive in Europe. Employing an industrial worker or an engineer in Stara Zagora is cheaper compared to most locations in Central and Eastern Europe. Wages paid to skilled industrial workers in Stara Zagora are 60-65% lower than wages in Hungary and just 1/3 of the salary in Turkey. Hiring an engineer in Stara Zagora is twice cheaper compared to Poland.

In the area operate 20 vocational secondary schools; 35 vocational training centres; 1 university; 2 colleges; 4 Science Institutes.

A project for introducing a system of dual training in secondary schools is implemented in the Region. One of the 6 Bulgarian-German Vocational Training Centres is operating in the City of Stara Zagora for already more than 20 years. This BGVET is the only one offering training for dentists' technicians, and those for orthopaedic prosthetics.

The vocational secondary schools cover all sectors of the regional economy: Mechanical and electrical engineering; ICT; Construction, including architecture and

geodesy; Hydraulics; Mining; Tourism & hospitality; Agriculture and veterinary medicine.

Secondary schools graduates in 2014 were 2.520, of which 1.380 are coming from vocational schools. The city has one university - Trakia University. 5.000 students are learning there annually in six faculties - Agriculture, Veterinary Medicine, Medicine, Education, Economics, Technics and Technology- a Medical College and Department for Information and In-Service Teachers Training.

There are four science institutes that operate in the region:

Space Research Institute with observatory (City of Stara Zagora), affiliate of the Bulgarian Academy of Science. The Institute has a number of scientific researches, applied in real earthly life and business;

Institute of Rose and Essential Oil Cultures, (Town of Kazanlak) affiliate of the Agricultural Academy. To date the introduced Plant Genetic Resources Institute comprise representatives of 216 species of 45 families; of these aromatic plants are 77 species; of plants with curative effect 127 species; endangered flora of Bulgaria 20 species.

Institute of Crops (Town of Chirpan), affiliate of the Agricultural Academy. Covers crop durum wheat and cotton. The institute has 10 scientific developed and applied in practice durum wheat varieties and 23 scientifically-developed and applied in practice cotton varieties;

Agricultural Institute (City of Stara Zagora), affiliate of the Agricultural Academy. The Institute works actively with business and other scientific organizations in the country, the EU and third countries. It has many scientific developments in the field of animal husbandry.

Renting office space in the city center of Stara Zagora costs on average €6 - €8.5/m² for premium business properties, which is 35% cheaper than renting similar office space in the capital Sofia. It is also possible to rent a warehouse or industrial space (halle). The average costs per m² is €2- €4. Rents of industrial spaces in Stara Zagora are at least 25% lower than rents of similar properties in the city of Plovdiv

and the capital city Sofia. Additionally there are over 2.500 hectares of land for business development in the region of Stara Zagora.

The current city master plans of Stara Zagora, Kazanlak and the other municipalities increased substantially the availability of industrial land which will stimulate the business activity in the region. There are about 35 hectares are located in organized available industrial zones, close to the city of Stara Zagora. Nearby to the City of Stara Zagora are located the industrial zones: Elenino, where the local authorities are looking for a strategic investor. The Zone has an area of 20,6 ha. The second one is the so called Metro industrial zones which has 13 ha area.

3.4 Regional Overview KOMPASS: Frankfurt, Germany

Thanks to its central location in Europe combined with an excellent air, rail and highway infrastructure, the city of Frankfurt, located in the State of Hesse, has developed into a vibrant hub of economic and cultural activity within Germany, Europe and the world.

Key Industries in Frankfurt

Frankfurt is not just a globally leading financial center, serving as headquarters to domestic as well as international banks and the German Stock Exchange, Frankfurt is also a central hub for flight, rail and road transportation, and home to companies from the biochemical, pharmaceutical and telecommunications sector. In addition, Frankfurt offers a rich cultural variety, has a robust academic and research branch with numerous vocational and technical institutions. Last not least, Frankfurt's service sector is populated by a wide range of firms in media, advertising, law, accountancy, management consulting, tourism and gastronomy and Messe Frankfurt, one of the world's largest trade fairs, serves as an annual host to global events such as the Book Fair and the Motor show, among others.

Demographic figures for Frankfurt and Hesse (2016) as follows:

Frankfurt

- Frankfurt has currently 727.232 Inhabitants which translates to a density of 2.918 inhabitants per square mile
- in 2016 8.090 babies were born, 5.443 people passed away
- Influx: 67.108
- Outflux: 56.229
- 549.586 people employed paying social service contributions
- only 24.382 people registered unemployed
- 42.573 Companies registered
- 201 Banks and Finance Institutes registered
- 74.721 people employed in the finance sector
- 38 international Exhibitions with 2.306.047 visitors

- GDP: 65.533.000

Federal State of Hesse

- GDP: 75.708€
- 235.000.000 people employed paying social service contributions
- Import Volume: 803.000.000 €
- Export Volume: 585.000.000€
- Foreign Direct Investment: 665.000.000
- 80 Universities
- 240.000 Students
- 37 Innovation Centres
- 12.500 Foreign Companies
- 110 Embassies/Consulates
- 60 Foreign Chambers of Commerce
- 13 International Schools
- 180 International Business Clubs

4. MEVINO Approach

Innovation is a key issue for all MEVINO partner organisations. But actually 3 of the 4 MEVINO partner regions are suffering lack of SME's innovation activities, as the latest [Regional Innovation Scoreboard 2016](#) reveals 0,249 for Spanish region ES42 Castilla-La Mancha which covers Albacete and 0,216 for Bulgarian region BG3 Severna i iztochna Bulgaria which covers Stara Zagora (see statistical indicator "SMEs innovating in-house as % of SMEs). On the other side SMEs of the fourth partner region Hesse show a comparable high rate of in-house innovation activities according to the Regional Innovation Scoreboard 2016(0,731). And the fourth MEVINO partner, KOMPASS from Frankfurt/Main area/Hesse region, is already very experienced and successful in delivering highly effective support for potential, new and young entrepreneurs. KOMPASS' 4+1 Phase Model for entrepreneurship support and the "Guidebook for trainers – Continuing Education for Startup Consulting by Business Advisors in the Public Sector", elaborated under the leadership of KOMPASS, are highly acknowledged on international level and already transferred to other regions.

There are highly experienced and less experienced partners in this project. By following the twinning advanced methodology all entrepreneurial activities of the partner organisations and their experiences will be shared in a structured way following the 4+1 Phase Model and the "Guidebook for trainers – Continuing Education for Startup Consulting by Business Advisors in the Public Sector". The 4+1 Phase Model and the guidebook provide the theoretical and scientific foundation in terms of knowledge, competency and skills, needed by a Business Advisor in startup consultation. Peer reviews of the current entrepreneurial support services provided by the partner organisations and the peer learning process with elaboration of the joint Design Options Paper with individual improvement measures for the 4 partner organisations will follow the 4+1 Phase Model and the Guidebook. The project will gather the activities, approaches, Good Practices depending on partners' post experiences in different applications of their entrepreneur support activities in the MEVINO GP pool where all partners can find something to import and implement in their own region. Considerable impact of this project will be generated through improvement of the entrepreneurship support model in partner organisations, based on the MEVINO GP pool, KOMPASS' 4+1 Phase Model, the "Guidebook for trainers"

as well as the Peer review results with related SWOT analysis and the MEVINO peer learning workshops following the twinned methodology concept. MEVINO partners will stay in contact during implementation for exchanging their experiences in implementation.

4.1 Service Delivery System

The Service Delivery System, addressed by the MEVINO project, is the regional service portfolio of innovation oriented entrepreneurship support. The Service delivery system consists of the target group, the framework conditions/organisations and the startup process.

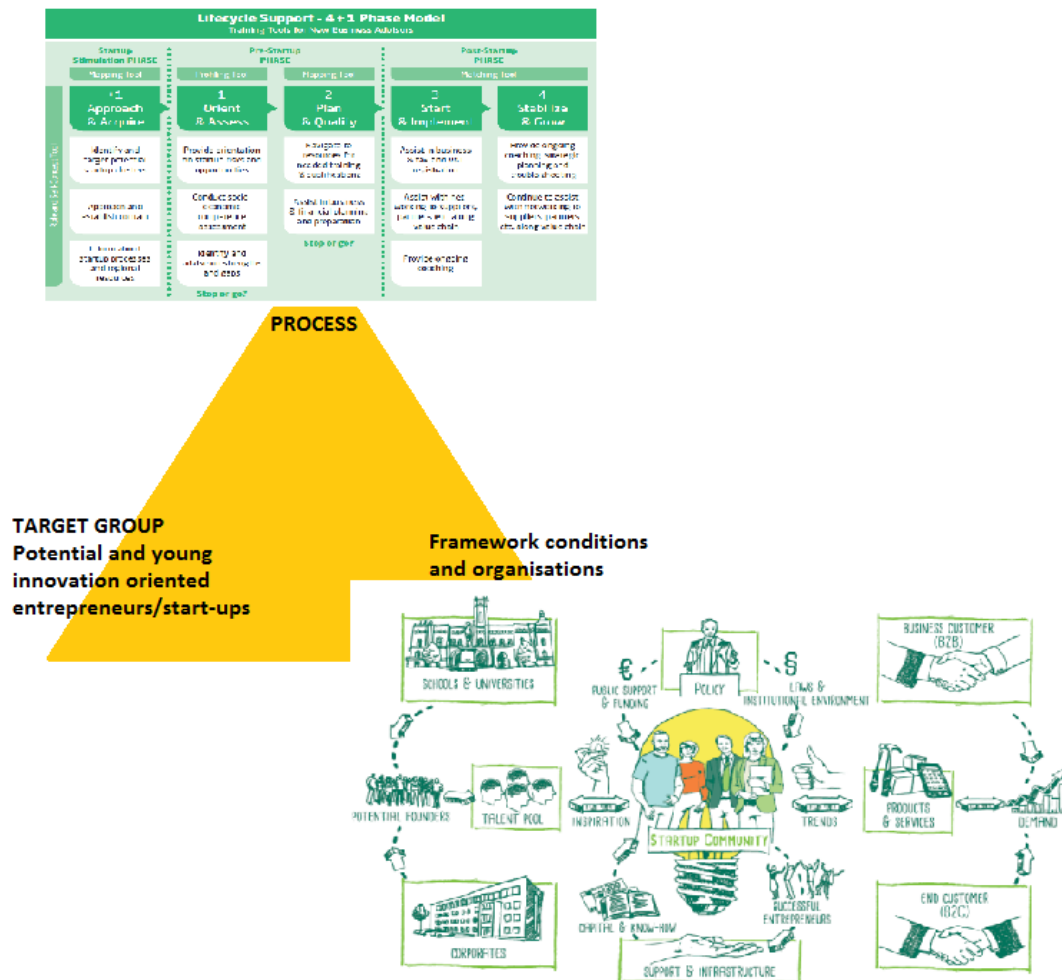


Figure 1 MEVINO Service Delivery System

The target group is consisting of single potential and young innovation oriented entrepreneurs/startups within the first 5 years after foundation.

The process of the Service Delivery System comprises the full life-cycle of the startup process – from stimulation to pre-seed (idea assessment, qualification/business plan development) to starting the business and growth across genders, nationalities, professional backgrounds and ages. For the process the MEVINO approach is following the structure of the “Lifecycle Support 4+1 Phase Model”, an acknowledged Good Practice of KOMPASS (Frankfurt/Main, Germany).

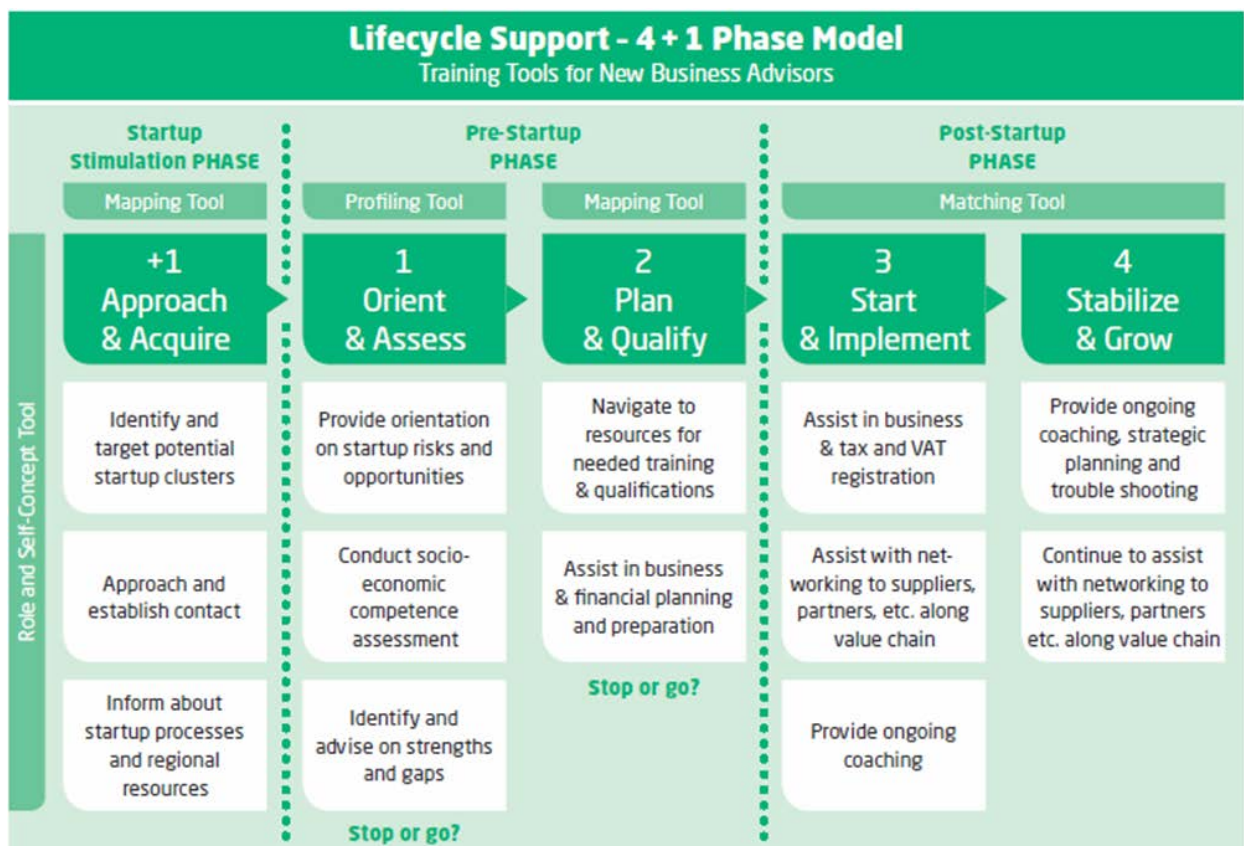


Figure 2 Lifecycle Support 4+1 Phase Model, Good Practice of KOMPASS

The 4+1 Phase Model is “a process oriented framework tracing the lifecycle of a startup – from idea inception, to startup to sustained existence and growth in the market. It provides the Business Advisor with a structured, client focused model to accompany the startup through the entire process of new business development followed with sustained establishment in the market. Furthermore, in recognition of the falling numbers of startups across Europe, the +1 Phase addresses the need for

the Business Advisor to proactively stimulate awareness and interest among potential targets.” (for more information see [BARTOK Guidebook](#))

The 4+1 model is embedded into the regional framework, the Entrepreneurship Ecosystem with the relevant framework conditions and organisations as depicted below.

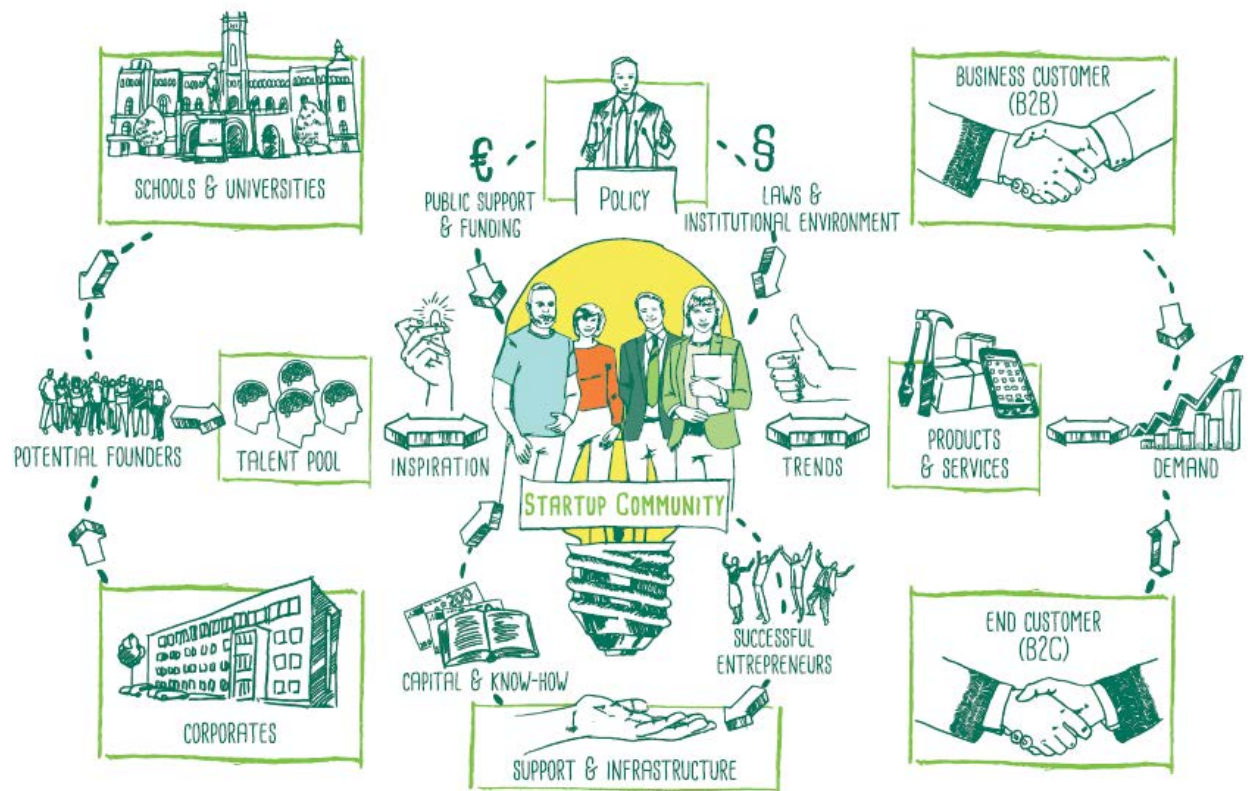


Figure 3 Entrepreneurship Ecosystem

4.2 MEVINO Design Process

The MEVINO approach is designed in a systematic way:

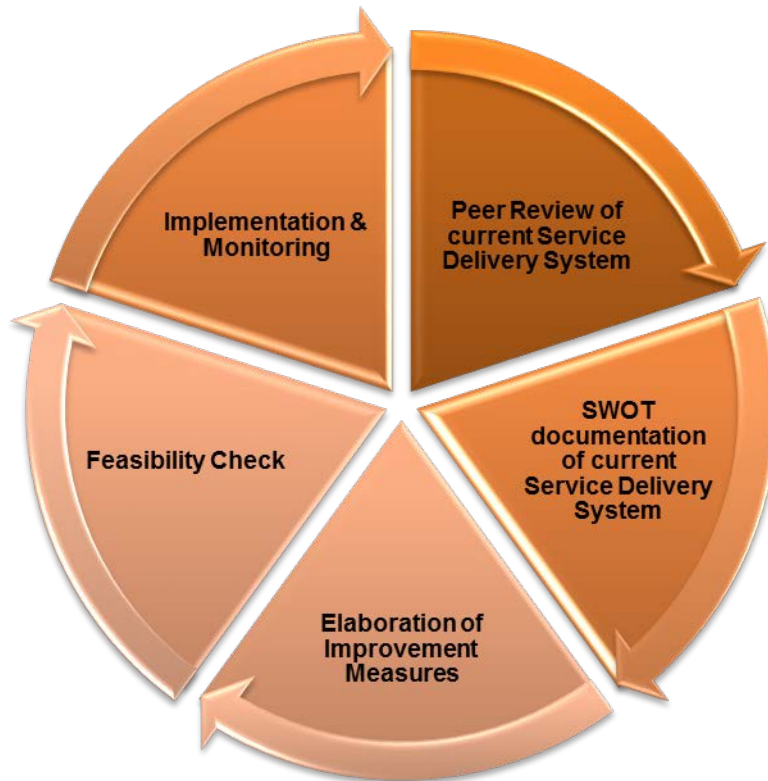


Figure 4 Design of the MEVINO approach

In order to identify gaps in the own entrepreneurship support system and to define proper improvement measures for later implementation it is required in a first step to analyse the current entrepreneurship ecosystem with the respective intermediaries and support measures in detail. This analysis is done as Peer Review with regional stakeholders and – if possible – with interregional partners who have a different view on the regional situation and bring in their region/country specific experiences helping to identify gaps and solutions.

Main findings of the Peer Review are documented as a SWOT report of the current situation of the Service Delivery System.

To close identified gaps and weaknesses in the Lifecycle Support 4+1 Phase Model and in the regional Entrepreneurship Ecosystem measures for improving of the current system of entrepreneurial support are elaborated.

These improvement measures need to be approved by the involved actors of the Entrepreneurship Ecosystem and – if required – also by other decision makers like the government financing the entrepreneurship support.

4.3 Peer Review Guideline

The Peer Review Guideline ensures the systematic and comprehensive analysis of the overall Service Delivery System with standardised questions which can be completed by additional individual issues which are important for a single partner and its region/province. The guideline consists of three parts:

- Entrepreneurship Ecosystem
- Lifecycle Support 4+1 Phase Model
- Embedding the Lifecycle Support 4+1 Phase Model into the existing entrepreneurship support system

The first part of the Peer Review Guidelines is tackling the Entrepreneurship Ecosystem of the reviewed geographic area (either a region or a province or a country in case of smaller size).

The Checklist with additional questions referring to single parts of the Entrepreneurship Ecosystem is an internal tool for the reviewed region to check whether all relevant parts are considered in the following questions. The answers of the checklist questions are not part of the Peer Review. Those questions from the checklist, which the reviewed region would like to tackle within the own Peer Review has to be shifted to this chapter of the Peer Review and then to be answered.

The second part of the Peer Review Guideline is dealing with the integration of the Lifecycle Support 4+1 Phase Model into the existing entrepreneurship support system as a kind of summary of the previous answers on the questions tackling the 4-1 model in more detail.

The reviewed region is answering all listed questions already before the Peer Review in order to get a full overview over the current situation of the professional entrepreneurial support for (potential) entrepreneurs and startups and to provide this

filled-in information for the critical project partners as reviewer for preparation of the Peer Review workshop.

The filled in template is the basis for the Peer Review. The answers will be reviewed in one Peer Review workshop for each MEVINO region with all partners at the second MEVINO project meeting (each workshop 2 to 3 hours). The reviewed region defines the priorities for the workshop as a complete Peer Review following this Guideline is rarely possible within 2 to 3 hours workshop duration.

The full Peer Review Guideline is listed in the annex of this DOP.

5. Lessons learnt from the MEVINO approach and findings by its application

MEVINO partners went through the first 4 steps of the 5-step MEVINO Design Process

- Peer Review of current Service Delivery System
- SWOT documentation of current Service Delivery System
- Elaboration of Improvement Measures
- Feasibility Check

Within the given time frame of the MEVINO project it was not realistic to run any (pilot) implementation and thus no monitoring/evaluation of the implementation measures.

The following subchapters give an overview over lessons learnt for the application of the 4+1 Model following the 5-step MEVINO design process and for each of the first four steps mentioned above, underpinned by individual findings and experiences from MEVINO partner organisations. While KOMPASS' role was mainly the provider of the 4+1 phase model and further Good Practices, findings are documented mainly by the other 3 MEVINO partners.

5.1 Application of the 4+1 Model following the 6-step MEVINO design process – Lessons Learnt

The 4+1 Model tracing the lifecycle of a startup in combination with the 6-step MEVINO design process is considered by all MEVINO partners as a complete and very helpful approach to learn about the current situation of the regional entrepreneurship support and to develop meaningful improvement measures.

With the MEVINO Design Process the project partners and the involved regional stakeholders are following the same systematic and structured process phases of the 4+1 model for the design of the own entrepreneurship system. This ensures that no important issues are neglected and that all involved persons and organisations have the same level of information which is facilitating the mutual understanding for each other. The integrated approach requires strong communication among all involved stakeholders and offers at the same time the opportunity for all active and committed stakeholders to become an important brick of the entrepreneurship ecosystem and to define the own role within this system. In case of strong dependencies from decision makers outside the own region – as it is the case of more centralised political

systems – there is the risk that the MEVINO design process might be slowed down. In such a case the process owners and regional decision makers have to find a solution which allows to keep the speed of the design process high and attractive enough for the involved stakeholders. E.g. if some parts of the regional entrepreneurship support system are under regional control the respective decisions can be taken quicker than for other topics depending on national decision makers. Different speeds is no problem by introducing the 4+1 model, which allows different speed for development and implementation of the regional entrepreneurship support ecosystem with different types of stakeholders on different geographic levels.

Furthermore MEVINO partners appreciate the 4+1 model because it allows an easy characterisation of Good Practices and their integration into the 4+1 phase process. At the same time, the 4+1 model as well as the 6-step MEVINO design process are flexible enough to take regional particularities into consideration.

The international dimension of the MEVINO project led to the necessity to write all relevant documents in English like Peer Review and SWOT documents, descriptions of Good Practice and the concept for the improvement measures. This was for the project work in the single partner regions a barrier as not always the regional stakeholders are capable to read or write in English language. To overcome these barrier MEVINO partners have explained the content of the English written documents to their stakeholders in their own language during meetings because the complete translation of the English written MEVINO documents into the own language would have been too time and effort consuming. The same procedure was applied for the documentation of the findings stemming from the discussion with regional stakeholders: the MEVINO partner documented the final findings of regional meetings/workshops in English for the dissemination among the MEVINO partners.

5.2 Peer Review

5.2.1 Individual findings: The framework for entrepreneurship support in the reviewed region

5.2.1.1 Potential for innovative entrepreneurship

MEVKA

MEVKA had the opportunity of comparing its region to partner regions in terms of innovation & entrepreneurship from the side of science, business and intermediaries. MEVKA had the chance to observe the well-developed regional network of actors in the Frankfurt am Main region in collaboration with government authorities, banks, universities, associations, chambers, and industry clusters.

Additionally it is noted that how Albacete could utilise its agricultural production capacity, energy infrastructures and its strategic location, because of its proximity to both the port of Valencia – in concerning the transport of goods by sea – as the Adolfo Suarez International Airport of Madrid. Konya has mutual points in terms of agricultural production, renewable solar energy and centric location especially being located between the biggest port Mersin and capital city Ankara. Good examples for regional development could be implemented.

Stara Zagora has a strong food processing industry and also centric location in Bulgaria which is very important for logistics. This side of the city brings similarities with our development goals. Further development areas could be obtained between two regions.

CEEI ALBACETE

CEEI ALBACETE, MEVKA and SZREDA shares that there is a low level of R&D and innovation in their regions, but it is possible to learn how the innovation is developed in Frankfurt am Main, as there is high demanded.

SZREDA

During the time of the project SZREDA had the chance to observe the other partner regions in the areas of innovation, entrepreneurship through the scope of different points of view on each partner. The impressions made and the lessons learnt are based on the study visits and discussions with each partner during our meetings.

Thanks to the MEVINO project, the team of SZREDA had the opportunity of comparing its region in Bulgaria to other more advanced regions of the project

partners and found something from every region that can be implemented as good practice in Bulgaria.

SZREDA had the opportunity to see very well established regional network of actors and stakeholders in the Frankfurt am Main region in collaboration with every single stakeholder in the chain, that is responsible for innovative entrepreneurship – government authorities, financial institutions, universities and schools, business and branch associations, economic chambers, chambers of commerce and industry, and industry clusters and etc.

During the study visit in Albacete, SZREDA found out how the region of Stara Zagora could utilise its agricultural production capacity, energy infrastructures and its strategic location to enhance the economic development. Very important lesson was the way of management of industrial areas. Compared by their location Stara Zagora and Albacete have a similar situation, because of both cities proximity to both the port of Valencia (in the case of Stara Zagora – to Burgas) – in concerning the transport of goods by sea – as the Adolfo Suarez International Airport of Madrid (In Stara Zagora – the international airports in Sofia and Plovdiv). Stara Zagora has mutual points with Albacete in terms of agricultural production and centric location especially being located between the biggest port of Burgas and capital city Sofia with very good highway transportation. Good examples for regional development could be implemented.

Konya has good tradition in agriculture and also strategic location in Turkey between the port of Mersin and the capital of Turkey – Ankara. This is very important regarding logistics. This side of the region has very close aims to the development goals of the Stara Zagora region. By discussion with the partner organization of MEVKA new ways of achieving the goals can be obtained and new areas of further development can be found.

5.2.1.2 Entrepreneurship Policy and Networking

MEVKA

Frankfurt am Main region shows a complete entrepreneurship ecosystem as depicted in figure 3 in chapter 4.1. MEVKA sees the chance of examining needs and gaps at this ecosystem in our region. Some elements and mechanism differs in Konya – Karaman region. There is a need to analyse all system. With MEVINO, MEVKA aims to increase the capabilities for identifying and supporting entrepreneurs on the regional basis. This project enabled our institution to identify the identification and support mechanisms (or lack thereof) for entrepreneurship.

CEEI ALBACETE

Albacete realised the necessity to increase the flexibility of the decision making process in the entrepreneurship policy, which is to different extent a barrier in all MEVINO partner regions.

SZREDA

As SZREDA we have found the chance of examining needs and gaps at this entrepreneurship ecosystem in the region of Stara Zagora in a structured way. Some elements and mechanism differs in the region of Stara Zagora while others are completely missing. There is an urgent need to continue the analyse all the whole system in more details, going beyond the detail level which was feasible within the MEVINO project. This will help SZREDA to increase the capabilities for the stimulation of the entrepreneurial community in pre-phase, to identify and support entrepreneurs on the regional basis and to foster stabilization and growth of already established startups and businesses with external funding from public or private sources

Different mechanisms of funding had been observed in the different partners' regions. For example, there is microfinance alternatives in Frankfurt am Main and two lined support mechanism had been observed in Castilla la Mancha Region.

Partners identified some coordination and networking in all the partner networks, but Frankfurt am Main has a stronger network with cooperation among the actors due to the 4+1 model and well defined roles for single actors.

Through the Peer Reviews **MEVKA** has identified deficiencies of regional entrepreneurship support system, the most prominent being the lack of cooperation between the institutions. The number and motivation of institutions associating with entrepreneurship are sufficient. However, the outcome is not near the potential of the region.

By reviewing what other project partners do in this area, the team of **SZREDA** has concluded that the biggest issue that has to be addressed in the region of Stara Zagora is the current lack of cooperation between the organizations that support entrepreneurship and the institutions and local authorities. In the region of Stara Zagora there is good collaboration between the organizations that support entrepreneurship development. However there isn't such with the local authorities and this reflects the outcome for the regions, which is not near the potential of the region.

5.2.2 Individual findings: 4+1 Phase Model for Lifecycle Support

MEVKA, CEEI Albacete and SRZEDA have sketched the current situation of their entrepreneurship support system with listing the main actors and their provided services structured according to the 4+1 phases.

Region Konya Karaman

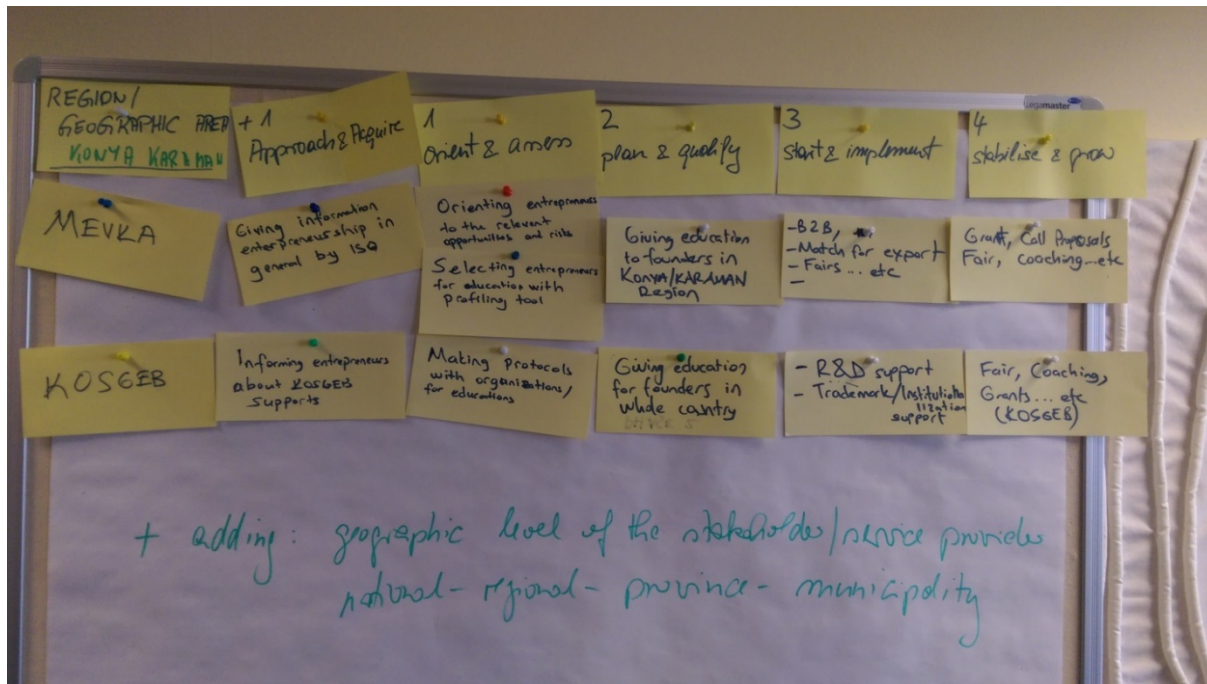


Figure 5 Mapping of the entrepreneurship support system for Region Konya Karaman following the 4+1 model

For the Konya Karaman Region two main actors are identified: MEVKA on regional level and KOSGEB, a national organisation.

Province of Albacete

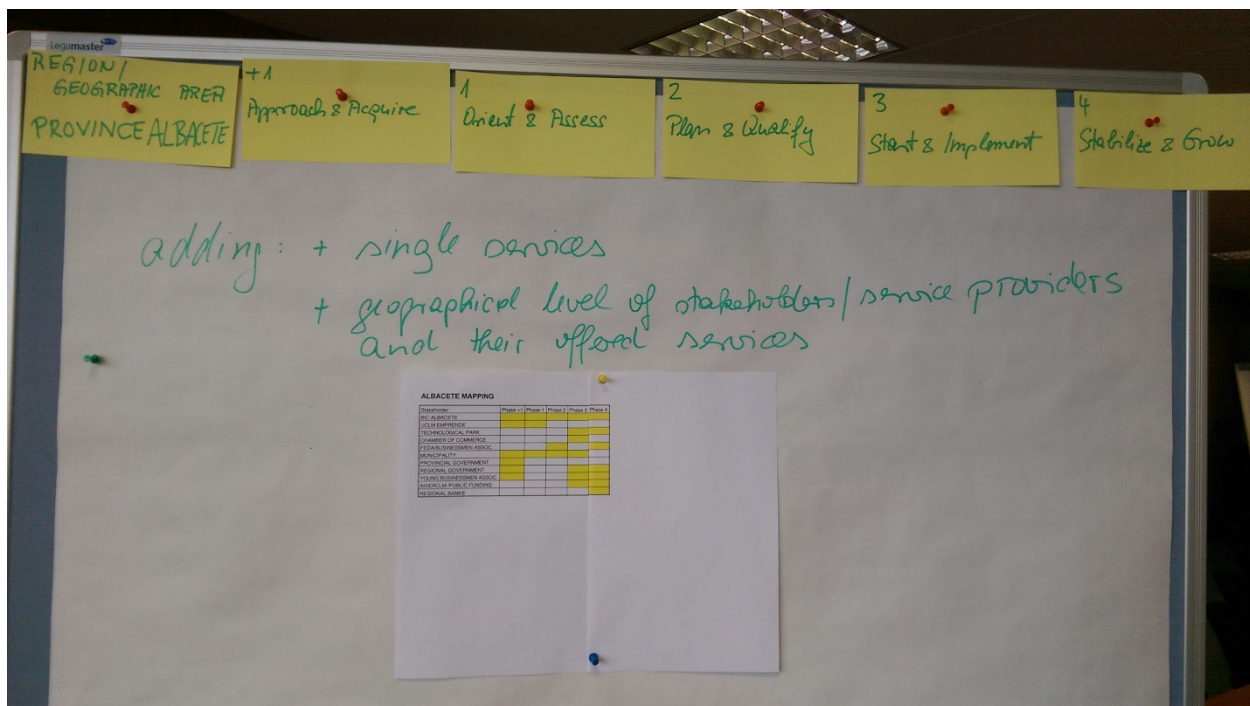


Figure 6 Mapping of the entrepreneurship support system for the Province of Albacete following the 4+1 model

For the Province of Albacete several actors are identified:

- Agents of Employment and Local Development (AEDL)
- Business incubators
- Rural Development Units
- Local Centres of Innovation and Promotion (INNOVARED)
- Ministry of Employment and the Economy
- Self-employers' Associations
- Chambers of Commerce
- BICs (European Business and Innovation)
- Employment and Entrepreneurship Offices
- Institutional Web Portal entrepreneurs JCCM
- Points of counselling and start processing (PAIT)
- Business Angels Network GOBAN CLM
- One stop business services

Region of Stara Zagora

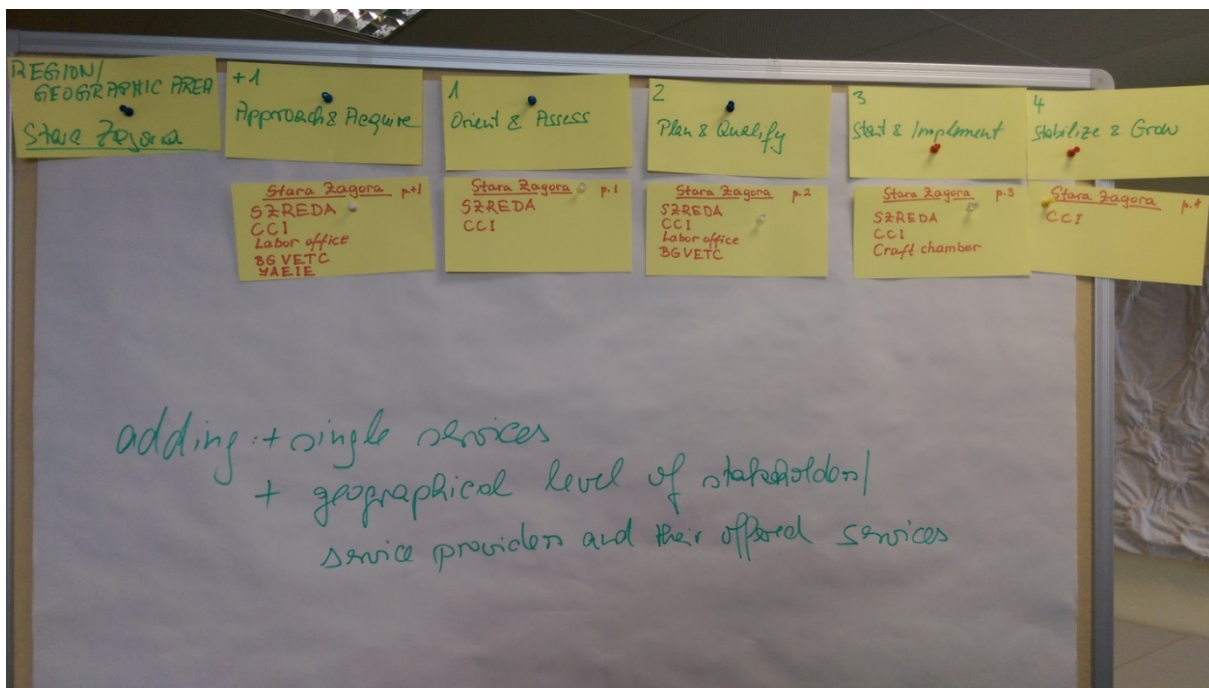


Figure 7 Mapping of the entrepreneurship support system for the Region of Stara Zagora following the 4+1 model

For the Region of Stara Zagora several actors are identified:

- SRZEDA
- CCI
- Labour Office
- BG VETC
- YAEIE
- Chamber of Handicraft

5.2.2.1.1 Phase +1 – Approach & Acquire (startup stimulation phase)

MEVKA

Approach of this phase is very satisfied. All sides of entrepreneurship ecosystem have to be scanned and through a mapping tool overall framework of the system could be seen widely. KOMPASS has good examples to observe with site applications. All partners have chance to understand others ecosystem with peer reviews. Mapping tool would be useful for further system design related with entrepreneurship support.

CEEI ALBACETE

Mapping tool is an interesting tool to inform entrepreneurs about opportunities, and should be used by all the partner regions. Although partner regions don't use the mapping tool, they inform entrepreneurs using other tools. Through events and individual meetings the partners target and identify the potential entrepreneurs. The contacts with entrepreneurs and regional providers in general are made in an informal way, except in Frankfurt am Main which is more formal. Each partner use different ways of contact concrete entrepreneurs, for example mouth to mouth or events.

SZREDA

This is one of the phases in which we have already started implementing improvement measures together with local NGOs. One of the main weaknesses is that there are few organizations that lead the process of developing entrepreneurship and helping the creation of community to nurture and foster entrepreneurs before and during startup phase. We have started addressing this

issue by organizing free weekly events and meetings with experts and entrepreneurs with businesses in different areas that share their experience with the local public. These events are promoted through wide audience in schools, by social media, press releases and partnership organizations. For better targeting of potential entrepreneurs we can use the Mapping tool as a tool to inform entrepreneurs about opportunities.

5.2.2.1.2 Phase 1 – Orient and Assess (pre-startup)

MEVKA

Guiding entrepreneurs with the help of a proper, comprehensive and inclusive tool is essential for ensuring a well-organized entrepreneurial climate. The tool that we plan to name “Profiling Tool” is going to have a method similar to KOMPASS that has already proved its efficiency and success. Creating a such tool is crucial in the early stages of an entrepreneur’s objectives in terms of evaluating his/her ideas and business plan together with providing necessary advice and feedback.

CEEI ALBACETE

Regional service providers provide orientation in all the partner regions. Face to face Interviews and personal consultations are the most used. Through the Profiling Tool proposed by KOMPASS the partner regions could conduct in a better way specific skills or risk analysis.

SZREDA

This phase is handled by regional service providers in the region of Stara Zagora (and in the regions of the other project partners). They provide orientation by face to face interviews and personal consultations in most cases. By using the Profiling Tool proposed by the partner KOMPASS there would be a better way of conducting and finding the specific skills or risk analysis.

5.2.2.1.3 Phase 2 – Plan and Qualify (pre-startup)

MEVKA

Plan and Qualify Phase deals with guiding the entrepreneurs considering their inefficiencies and incompetent points and levelling up their process by planning their actions with the aim of compensating and eliminating their negative conditions. Even though all partners follow a path with the same goal, there is no standardized tool and procedure. At this point, KOMPASS's application steps in and represent itself as a good practice. During this process, "Stop or GO" decision is distinctive because it increases entrepreneurs' survival and success rate.

CEEI ALBACETE

All partners navigate entrepreneurs to training and qualifications resources through different kind of actions but in general, not mapping tool. It would be a good tool for all partners (KOMPASS already use it). Regional service providers in Bulgaria seem to have to "learn" from the other regions how to assist entrepreneurs in feasibility check.

SZREDA

All entrepreneurs in partner regions are navigated to training and qualifications resources through different kind of actions but no mapping tool is used in most cases. This would be a good improvement for all partners (except for KOMPASS that already uses it and introduced it). The local regional providers in Bulgaria are not on the same level as the same organizations and institutions in the other partner's regions, but this is a good opportunity to examine and implement the best practices from other regions on how to assist entrepreneurs in feasibility check.

5.2.2.1.4 Phase 3 – Start and Implement

MEVKA

In Turkey, entrepreneurs are supported with financial incentives and procedural services by various public institutions. Even though they are backed

financially and bureaucratically, there is no support in the framework of administration and management. New startups generally have difficulty in managing their companies and in need for mentorship programmes. With KOMPASS, we have had the chance of experiencing the mentorship mechanism and drew our inspiration. We have also had the opportunity of visiting ADECA Organized Industrial Zone and learned about their "Location Identification" activities that is good for entrepreneurs that are looking for location to start their businesses in an advantageous environment.

CEEI ALBACETE

In all the region partners there are organizations which assist startups in business tax and VAT registration, but it has been noticed that there is no support in the paperwork of these procedures. Our partner KOMPASS helps startups with this paperwork. At regional and local level start ups are assisted in networking trough regional services providers and local organizations as MEVKA or CEEI Albacete. For example CEEI Albacete promotes Business Angels in Castilla La-Mancha. Bulgarian partner needs to thinks about the benefits of giving ongoing coaching to their startups.

SZREDA

In every partner's region there is at least one organization that assists startups in business, tax and VAT registration and other legislative work. However, currently there is no support in the paperwork of these procedures. In Germany KOMPASS helps startups with this paperwork. At regional and local level startups are assisted in networking trough regional services providers and local organizations as MEVKA or CEEI Albacete. For example CEEI Albacete promotes Business Angels in Castilla La-Mancha and we in Bulgaria are considering the possibilities of giving ongoing training, mentoring and coaching to the startups from the local eco-system either as an organization on our own or by establishing partnership with regional organizations that can provide this type of service.

5.2.2.1.5 Phase 4 – Stabilize and Grow

MEVKA

First 3 years of enterprises is crucial since most of the businesses have struggle in maintaining their life until they get out of this “Death Valley”. Therefore, consultation services and mentorship is still very important. In addition to this, networking for such businesses also important since it’s a key factor for creating strong relations and new opportunities. Successful practises were observed in KOMPASS’s activities and similar applications might be used for other regions. “Model for Organizational Change Management in SMEs” by CEEI ALBACETE is also have potential for being a successful implementation in our region since production companies are widespread and methods for production are changing fast as the technology levels up. Inability of keeping up with the changes result in poor management and inefficient rivalry. In order to prevent this, a well-implemented change management system that includes, business management, innovation management, strategic direction, opportunities in times of global change, financing instruments and new technologies could put our enterprises one step forward compared to their rivals.

CEEI ALBACETE

It could be a good idea to stablish a Service Centre as Frankfurt am Main has, in order to assist startups in networking during the growing phase.

Each partner assists startups trough different tools, it would be interesting to share tools among us and maybe to combine them in our organizations. Is Castilla La Mancha region and in Frankfurt am main exist institutions that provide support for startups in change management, particularly CEEI Albacete offers this assistance through training for the companies.

SZREDA

Each partner in the MEVINO project assists startups trough different tools. In Spain and Germany there are institutions that provide support for startups in change management, particularly CEEI Albacete offers this assistance through

training for the companies. In the region of Stara Zagora one of the main problems is that a lot of people with business ideas or already functioning startups don't have or don't know where to find information about funding. One objective of SZREDA is to increase awareness about the possibilities that the Investment plan for Europe offers to entrepreneurs in terms of opportunities for investment, growth and job creation through the European Commission's actions in the context of political priorities and in particular for the Investment plan for Europe. The expected impact of this action is to increase awareness of the local entrepreneurs and enhance their knowledge about funding opportunities provided by the Investment plan for Europe and increase their investment activity as a result.

5.2.3 Lessons Learnt

MEVINO partners recommend that the overall responsible organisation for the entrepreneurship support in the respective geographical area (region, county of municipality) is the owner of the Peer Review process with involvement of the relevant stakeholders, also from different geographic levels if required. It is essential that the organisations carrying out the Peer Review have access to all relevant information in terms of entrepreneurship support and the related ecosystem.

If the entrepreneurship ecosystem covers a huge geographic area and requires the involvement of national decision makers/actors the distance between the single actors can be a barrier for organising several joint Peer Review with all stakeholders. In such a case a different approaches is possible: the overall responsible organisation can carry out an internal Peer Review by completely filling in the standardised Peer Review guideline. In the case of the MEVINO the direct projects partner have filled in their Peer Review document. The whole document or parts of it was disseminated among the stakeholders by e-mails or was discussed in other meetings like regular coordination meetings for economic and innovation policy. As the Peer Review guideline is quite complex and large it can be better to focus single Peer Review events with stakeholders on few parts of the whole guideline due to time constraints and in order to agree on conclusions for single aspects which is crucial to keep the Peer Review process running. The worst situation would be to deal with all Peer

Review aspects at the same time in a Peer Review event without coming to any conclusions but to finish the event with numerous open questions and in this case to leave confused and frustrated participants behind.

In addition to intraregional and organisation internal Peer Review workshops/events it is recommended to carry out Peer Review workshops also with intraregional partners – as it was done within the MEVINO project. These interregional Peer Review workshops allow a look beyond the own nose, to compare different entrepreneurship systems and to learn from other regions and already approved Good Practices instead of re-inventing the wheel.

MEVINO partners appreciate the Peer Review guideline by the MEVINO partners under the leadership of KOMPASS, the provider of the 4+1 model, and IDEUM as external expert. The guideline is a standardised template and was applied for all four Peer Reviews of the entrepreneurship ecosystem in the MEVINO partner regions. This standardised process allows the comparison of different regional entrepreneurship ecosystems and as the guideline is also tackling the regional context the Peer Review fosters the mutual understanding among the MEVINO partners for the regional framework in the MEVINO partner regions. This helps MEVINO partners to assess the tackled Good Practices and Peer Review findings in the light of the different individual regional framework conditions.

The Peer Review approach with involvement of the relevant stakeholders at an early stage makes facilitates the commitment of the stakeholders about the Peer Review conclusions. Thus, it is easier to define consequently important and valuable roles for each stakeholder in the entrepreneurship ecosystem leading to a higher satisfaction of the stakeholders and an easier coordination of the entrepreneurship ecosystem.

5.3 SWOT documentation of current Service Delivery System

5.3.1 Lessons Learnt Individual findings: SWOT for Konya Karaman Region

The SWOT analysis for the entrepreneurship ecosystem of the Konya Karaman Region led to the following results:

STRENGTHS

- There is a technopark near Selçuk University (Konya Teknokent) in Konya-Karaman region which gives entrepreneurs an opportunity to build their business with tax exemption and proximity to the core of science. There are more than 130 enterprises in Konya Teknokent. In 2015, another teknopark was built called Innopark with the financial support of Mevka. This technopark is also a technology development zone and technology transfer office that is similar to Konya Teknokent. Innopark is located in the Konya Organized Industrial Zone
- There are more than 120.000 students in 5 universities in Konya and Karaman region. It ranks 4th according to the number of university instructors and professors. Konya comes 5th in the number of associate professors. Number of universities and current research infrastructure are suitable for collaboration. There are also entrepreneurship studies in private universities.
- Existence of clusters (Automotive, Casting, Shoemaking, Agricultural machinery and ICT) support collaboration among companies that are in the same sector.
- There is a good potential of information technologies firms in especially software engineering in the region. BILKON which is an ICT Cluster consist of 17 software and hardware companies at the moment.
- The proximity to support service providers like KOSGEB (Small and Medium Business Development and Support Administration), MEVKA (Mevlana Development Agency), İŞKUR (Turkish Labour Agency), KTO (Konya Chamber of Trade), KSO (Konya Chamber of Industry), KTB (Konya Commodity Exchange). Government Institutions and agencies are supporting entrepreneurial activities in the region. Such institutions have well established communication among themselves.
- In industrial zones, there is product and sector variety. Energy, food, machinery, tourism, automotive and agriculture sectors are the ones that provide with an opening to potential entrepreneurs.

WEAKNESSES

- Lack of cooperation between public institutions and entrepreneurs in terms of policy making. Public institutions are not sufficiently listening to the entrepreneurs' needs and provide feedback. For example, the allocated scientific entrepreneurship resources by the government is not in a supply/demand balance with the entrepreneurial potential.
- Ideas cannot be commercialized easily. Procedures and regulations are deter entrepreneurs from realizing their business ideas.
- Obtaining finance is very difficult in early stage of investment for entrepreneurs. Loan plans and leasing procedures are not so feasible for them. The allocated entrepreneurship resources by the government is not always enough for the demand in the region. Obtaining finance by venture capital is very restricted.
- There is no exact orientation and assessment procedure for selecting competent entrepreneurs before pre-startup phase.
- Lack of information or confusion caused by the irrelevant information about entrepreneurship. There is no standard document for orientation by service providers.
- Traditional approaches restrain innovation and institutionalization problems in family owned businesses slow down innovation.
- Lack of role models, successful samples and their promotion.
- Lack of high-tech industry
- Lack of joint work culture and weak trust. Distrust towards multi-investor partnerships
- University-industry collaboration

OPPORTUNITIES

- Vocational education activities for the staff work in developing industries are carried out by certain intuitions. There is a Vocational Education Center being built that is expected to be active in 2018.
- Presence of supports and incentives

- Recent R&D law

THREATS

- The headquarters of big companies are located in other cities
- Economic instability
- Inability of attracting innovative people
- The allocated entrepreneurship resources by the government does not match with the entrepreneurs' expectations
- The lack of feasibility checks to determine the amount of funds so allowing the allocated entrepreneurship resources by the government to be always enough for the demand in the region.
- The lack of feasibility checks to determine the amount of funds so allowing the allocated entrepreneurship resources by the government to be always enough for the demand in the region.
- The allocated entrepreneurship resources by the government does not match with the entrepreneurs' expectations.
- Lack of qualified workers in terms of innovative attributes.
- Brain drain
- Innovation & entrepreneurship opportunities are located in and directed to bigger metropolises like Istanbul, Ankara and Izmir.

5.3.2 Individual findings: SWOT for Province of Albacete

The SWOT analysis for the entrepreneurship ecosystem of the Province of Albacete led to the following results:

STRENGTHS

- In the city there is a Science and Technology Park, it is a technology park of science and business located in the Spanish city of Albacete. It is one of the two parks that make up the Science and Technology Park of Castilla -La Mancha along with Guadalajara.
- Albacete University is one of the two campuses that the University of Castilla-La Mancha has in the capital of Albacete.
- There are some centralized web-information for entrepreneurs:
- Many organizations provide training courses (CEEI Albacete provides it)
- Cooperation between organizations
- 5 Industrial parks in the city of Albacete
- Great wealth of historical- artistic, natural and cultural heritage of the region.
- Agricultural production capacity (land extension and sub-products generation)
- Transport and Energy infrastructures highly advanced, with a high level of accessibility and inter and intra-regional connection
- Castilla -La Mancha has a " strategic location " , because of its proximity to both the port of Valencia -in concerning the transport of goods by sea- as the Adolfo Suarez International Airport of Madrid
- Entrepreneurship policies managed by Albacete City Council in coordination with Regional Government and its entrepreneurship policies
- Regional Government worked in collaboration with entrepreneurship representatives to create the "Employment Plan for 2016"
- Regional service providers assist startups in networking, with specific programs addressed to the creation of these kinds of networks.
- Critical mass of traditional companies able to foster the take-off of complementary sectors

- Current regulatory framework (Castilla-La Mancha Entrepreneurs Law and national)
- Use of the Structural Funds in the new programming period 2014-2020
- Firm commitment of the regional administration to change the productive model of Castilla-La Mancha
- Existence of new regional strategic plans that motivate the change of the productive model, in line with the smart specialization strategy of Castilla-La Mancha
- Increase of public-private cooperation between business and technological services providers
- Entrepreneurship policies managed by Albacete City Council in coordination with Regional Government and its entrepreneurship policies
- Regional Government worked in collaboration with entrepreneurship representatives to create the "Employment Plan for 2016"
- At Local level there are events with the participation of speakers and networking, training courses targeted to companies that what to improve some aspects with the aim of growing and stabilization, and also using the incubator as a space of networking among the companies that are established there.
- There are some quality standards for single entrepreneurship support services
- Existence of differentiated regional products with high added value, with export capacity, based on their peculiarities and quality brands
- Good positioning in energy production coming from renewable sources and optimal weather conditions

WEAKNESSES

- There is no direct identification of individual potential entrepreneurs by the Region
- Productive specialization focused on industrial sectors with low technological level
- Difficulties in attracting and retaining national or international talent

- Low profitability for operators of the extension of ICT infrastructure in rural areas
- Technological gap of ICT use in businesses that affect their competitiveness in the global market
- There is no standard documentation for conducting specific skills/risk analysis of potential startups by service providers.
- Regional service providers don't identify and advise on strengths and gaps of potential startups
- Lack of training for technicians who provide orientation and assessment to potential and lack of common methodology standardized for this.
- Lack of training for potential entrepreneurs to internationalize their business plans
- Small local organizations give some general information about but redirect the entrepreneurs to the Employment Section of the City Council of Albacete.
- Productive structure poorly linked to sectors with greater potential for innovation
- Lack of succession in family businesses
- Small size of enterprises
- Lack of connection between vocational training and the needs of the economic environment
- Public budget not enough
- Difficult access to public funding
- There is not any competence certificate in the region institutions.
- Low level of R&D investment
- Low knowledge and use of the digital economy
- Low foreign investment

OPPORTUNITIES

- Through knowledge clusters (entrepreneurial associations, Universities, etc.) to increase the detection of new business opportunities
- Regional development of more on-line applications to advice on strengths and gaps

- The use of the crisis to promote a more innovative, competitive and sustainable new productive model
- Important levels of expertise accumulated in some sectors that can help diversify the productive network
- To introduce the entrepreneurial subject in the schools
- Language tourism as new business opportunity
- High potential of Tourism sector, especially the Rural and historical heritage
- Development opportunities of logistics platforms
- To establish quality standards by organization
- To create knowledge clusters (entrepreneurial associations, Universities, etc)
- Activities of promotion of the Foreign Trade and Investment Institute of Castilla-La Mancha (IPEX) focused on the activities of the RIS3 (smart specialization strategy of Castilla-La Mancha)

THREATS

- Potential entrepreneurs finally not entrepreneurs
- Public budget not enough
- Current economic crisis
- High rate of early school leavers
- Bureaucracy
- Regulatory changes
- Production costs increase
- Competitiveness acceleration of emerging countries (Brazil, India, China...)

5.3.3 Individual findings: SWOT for Region of Stara Zagora

The SWOT analysis for the entrepreneurship ecosystem of the Region of Stara Zagora led to the following results:

STRENGTHS

- In the premises of the main city of Stara Zagora, is located the Trakia University. The University has the following faculties shaping its expertise and scientific scope: Faculty of Agriculture, Faculty of Veterinary Medicine, Faculty of Medicine, Faculty of Education, Faculty of Economics, Faculty of Technics and Technology, Medical College and Department for Information and In-Service Teachers training. This gives good opportunity for R&D collaboration with the local business in these sectors.
- The region has a long tradition in food in the food processing industry – more than 50 years.
- Stara Zagora is preferred place for logistics companies because of the central geographical location of the city.
- There is a very good collaboration between the local institutions and authorities, the business in the region, the branch organizations and the NGO sector.
- The region has a rich cultural and historic heritage sites and it is easy Stara Zagora is easily accessible as it is located in Southern Bulgaria in the middle of important transportation roads such as motorway Trakia, international road E85 – Ruse – Svilengrad (connecting Romania and Turkey, being the shortest distance between Bucharest and Istanbul), and just a short distance from the latest motorway in Bulgaria – Maritsa, which gives quick and easy access to tourists and visitors coming from Turkey and north-eastern Greece. Stara Zagora is a central hub for the main Bulgarian railroads: Sofia – Plovdiv – Stara Zagora – Burgas and Ruse – Stara Zagora – Burgas. It is also two hours away from the two biggest (by volume of passengers) international airports in Bulgaria - Sofia and Burgas and only an hour away from the international airport of Plovdiv (the European capital of culture for 2019).
- The taxes in Bulgaria for business are the lowest ones in Europe

- The initial investment in starting a business is relatively low compared to other EU countries – the labor force is qualified and can be hired for a good price, the office space and industrial sites are cheaper.
- Access to EU funding

WEAKNESSES

- The adoption of innovations is something that the business in the region is not looking up to.
- The demographic situation in the region and in all Bulgaria is not so good. This leads us to lack of qualified work force in some businesses.
- The decision-making process in local and national authorities is slow.
- Besides the good cooperation on local level there are few organizations that lead the process of developing entrepreneurship.
- There is no Entrepreneurship policy on a regional level.
- The local authorities have no available budget for the regional system of entrepreneurship support.
- It is relatively hard for people that have idea for business to get access to funding.

OPPORTUNITIES

- The region can implement different successful strategies and policies that can be transferred as good practices in developing entrepreneurship.
- Creating clusters to support entrepreneurship and increase the detection of new business opportunities.
- New and already present of supports and incentives of new businesses.

THREATS

- Reduced innovative power.
- Lack of low skilled and good qualified workers in some areas of business.
- Not enough public budgets for supporting entrepreneurship.
- Funding opportunities for entrepreneurs are located in the capital city of the country.

5.3.4 Individual findings: SWOT for Frankfurt am Main Region

The SWOT analysis for the entrepreneurship ecosystem of the Frankfurt am Main Region led to the following results:

STRENGTHS

- Polycentric structure and competition through this polycentric structure
- Financial capital to the Eurozone; progressive economic location
- Alpha world city and global hub for key player industries in entrepreneurship: logistics, mobility, it/telecommunications, chemical/life and science/biotechnology, finance, and insurance
- The objective of entrepreneurship transparency in Frankfurt am Main is achieved with linkages with local and regional service providers through the Rhein Main Net
- The local population in the Frankfurt am Main area is shaped around immigration. In this immigration population, according to the IHK (Industrie Handelskammer) in comparison to past figures, every fifth business (20.1%) in the city of Frankfurt is run by foreigners/migrants, which would suggest ethnic entrepreneurship is on the rise.
- Home to many educational institutions that support entrepreneurship innovation and policy through studies, courses, and financing
- Regional/local authorities are supportive of entrepreneurship
- Site of high tourism

WEAKNESSES

- Low regional identity
- Bank competition for SME's
- Promotion of ethnic/female entrepreneurship is low, conversely the education system does not encourage more ethnic/female entrepreneurs
- Competition between existing stakeholders

- Shortage of industrial space matched with conflict of other industries
- High labour cost

OPPORTUNITIES

- Long-term attractiveness of financial centre in conjunction with European financial institutions and international Consulates
- Support of a work division between municipalities and the business locations in the Frankfurt Rhein Main Net

THREATS

- Displacement of trade and industry
- Reduced innovative power
- Labour shortages, lack of low skilled workers
- Decreased economic structures
- High property prices

5.3.5 Lessons Learnt

The best and easiest way is to deduct the SWOT results directly from the Peer Review findings and the discussion of these findings with regional stakeholders taking regional framework conditions into consideration. Some MEVINO partners have started with a broad SWOT of the regional framework as a vision from a broader perspective, but finally all MEVINO partners ended with a SWOT with very strong focus on the entrepreneurship ecosystem including the current support services in their respective geographic area. This focussed SWOT is essential for the elaboration of improvement measures for the entrepreneurship support, while the vision of a broader SWOT can be helpful, but cannot be sufficient.

The best way is structure the SWOT results according to the 4+1 model with direct link to the respective phase of the startup lifecycle. It is not necessary – and even confusing – if the SWOT would follow a different structure than the 4-1 phase model as partners learned.

Only one MEVINO partner has shared its SWOT with other project partners by discussions in regional coordination meeting with the aim to ensure a stronger engagement of the stakeholders in the elaboration of improvement measures. The other partners said that the remaining time within the MEVINO project was not sufficient to go through a in-depth exchange round on the SWOT analysis. Thus, it is recommended to allocate also sufficient time for the discussion of the SWOT results with the regional stakeholders in the MEVINO design process.

5.4 Elaboration of Improvement Measures

5.4.1 Individual findings: Improvement Measures for Konya Karaman Region

5.4.1.1 Improvement Measure 1: Profiling Tool

a) Reason for improvement measure – link to Peer Review findings and SWOT

According to the Peer Review and SWOT Analysis, it is observed that there is no exact and standardized orientation and assessment procedure for selecting and positioning competent entrepreneurs before and during startup phase. In addition, there is no certain, distinct and rigid quantitative figures in assessing entrepreneurship projects. Therefore, it's clearly seen that a well thought profiling tool to meet this deficit is necessary.

On this issue, there are already a few activities. For example, we have organized school meetings to give speech to potential entrepreneurs but it's not well structured and not entrepreneurship oriented. Such meetings may be designed more professionally for better targeting of potential entrepreneurs and their pre-education.

b) Content of the improvement measure

Our region needs an effective tool for Authorities to efficiently select, guide and categorize potential entrepreneurs for a successful and lasting startup. Like KOMPASS did in the "Orientation" phase of the 4+1 Phase Model, we are also planning to use a similar model. Moving from the current situation presented in the peer reviews, MEVKA will adopt and develop the profiling tool. Current profiling method for entrepreneurs is only done through utilising the short and non-comprehensive tool supplied by KOSGEB. Thanks to this project and what we learn during the process, our aim is to create a working system that easily and individually profile and categorize investments and investors and help them start from the right point by turning their opportunities and strengths into advantage while being aware of their weaknesses. This process would also help the entrepreneurs realize if they are really capable of establishing their businesses.

Briefly, our profiling tool is planned to consist two main phases:

- Gathering Information
- Scoring the Entrepreneur

Within the first phase, entrepreneurs are asked certain standardized questions to evaluate their competency, eagerness and define their tendencies. Each question is given a certain score and reveals their profile. In the second phase, scores are calculated to decide if they are capable or not. According to the result, necessary feedback is given to entrepreneurs and amendments are made in order to improve the work plan. Then, entrepreneurs are guided to start their businesses.

c) Responsible stakeholder for implementation / other involved stakeholders

For this improvement measure, institutions that are mainly focused on entrepreneurship activities and related financial support are considered as stakeholders. Small and Medium Industry Development Organization (KOSGEB) is an institution that is planned as partner in creating the Profiling Tool.

d) Time Schedule for Implementation

Scheduled implementation time for the tool is expected to be until October 2017. Completion time of this project is also important on deciding the creation and implementation timing.

e) Required resources: staff and finance/source

Small and Medium Industry Development Organization's (KOSGEB) and MEVKA's personnel is capable of creating and using this tool. In addition, institutions and professionals that has specially expertized themselves on this issue might be needed for efficient implementation. Konya Chamber of Industry and Konya Chamber Commerce might also contribute to the improvement of this tool according to market needs.

5.4.1.2 Improvement Measure 2: Mapping Tool

a) Reason for improvement measure – link to Peer Review findings and SWOT

Investment Promotion Offices in Development Agencies are usually the first public authorities that potential entrepreneurs meet with when they come up with their business plan, and that's why they play an important role in the early stages of a new company. Investment Promotion Offices provide practical advice and information on every aspect of starting a new business. They also offer support in the assessment of the business idea, helping the entrepreneurs in the analysis of the strengths and weaknesses of their project. Finally, they can guide entrepreneurs to other public and private institutions that offer complementary support with the objective to provide a service as complete as possible.

There is no mapping tool that would guide and enlighten the entrepreneurs in our region as a whole. In our region, mainly MEVKA and KOSGEB run projects on entrepreneurship and related activities. Within this scope, KOSGEB has the information of educated entrepreneurs which could be thought as a talent pool. Annually, surveys and reports about entrepreneurship are run by KOSGEB. And MEVKA keep records of potential entrepreneurs which have visited the Investment Support Office for their future plans and investments. Also, the information of potential entrepreneurs which applied to entrepreneurship trainings made by our organization kept under our database and researches on investment oriented issues are made by MEVKA's Planning Unit. There is no strict and signed rules between stakeholders for guiding entrepreneurs according to their exact needs but most of the organizations in our region have good relationship and have ability to work together.

b) Content of the improvement measure

Considering these, a mapping tool jointly created for entrepreneurs to guide their legislative process step by step and providing the necessary information during the startup efforts would be very beneficial for regions development and entrepreneurial climate. On this point, meeting the needs of entrepreneurs and noting the feedbacks are crucial.

A mapping tool should be divided into different categories conformably with 4+1 model. For the pre-startup phase (+1 Phase - orientation, planning and

qualification), the starting up phase (funding, registration, implementation), and the post-startup phase (business establishment, networking and growth) specialized guides should be created and followed strictly in order to support entrepreneurship systematically. In short, a well-planned mapping tool should be created to provide potential entrepreneurs or startups with a complete overview of the current situation and the opportunities related to their specific needs.

c) Responsible stakeholder for implementation / other involved stakeholders

For the Mapping Tool, Small and Medium Industry Development Organization (KOSGEB) is planned to be stakeholder as well. Just like the Profiling tool that we planned as our other improvement measure, KOSGEB's field of work also match with the aim of this tool. KOSGEB has a very valuable database and human resources that could run the Mapping Tool successfully.

d) Time Schedule for Implementation

Scheduled implementation time for the tool is expected to be until December, 2017.

e) Required resources: staff and finance/source

MEVKA's personnel is capable of creating and utilizing this tool. Planned amount for this tool is around 5.000€.

5.4.1.3 Improvement Measure 3: Business Angel Network

a) Reason for improvement measure – link to Peer Review findings and SWOT

Without question, one of the major problems that entrepreneurs and businesses face with is obtaining financial resources. Conventional resolutions to this problem are mainly long-term bank loans, short-term bank loans, renting, leasing and factoring but such approaches mostly burden the applicants. Furthermore, new enterprises need consultants to support their efforts in order to maintain their ventures and become successful.

At this point, a business angel platform with financial resources and consultancy services that provides capital and recommendations at early and other

stages in exchange for shareholdings becomes important. There are 14 business angel networks in Turkey mainly located in Istanbul but none in Konya; and there's a need for guidance for entrepreneurs and investors to create an alternative financial supply method that would avail both sides. Albacete's "GOBAN" is a valuable example for this implementation and key points might be taken as scaffolding. Directing investors from Istanbul to Konya is also crucial during this process.

b) Content of the improvement measure

In this measure, business angels are expected to provide these contributions:

- Capital
- Mentoring
- Contacts
- Experience
- Knowledge

With this measure, we are planning to create an organization that keep enterprises and investors in contact by establishing a pool and ensure the best matching. Mevlana Development Agency is planned to act as an intermediary and organizer. By establishing communication channels, this measure is expected to increase efficiency and reduce rate of failure. The business angel platform that is to be created is going to be a non-profit platform and serve as a model to its peripheral.

c) Responsible stakeholder for implementation / other involved stakeholders

Konya Chamber of Industry and Konya Chamber of Commerce are planned to be the stakeholders of this measure. These institutions have the database of companies and can provide necessary structural service. Experienced and certain degreed enterprises are also expected to be stakeholders as well considering their background knowledge and financial power. Prominent payers of income tax might also be targeted group for this network.

d) Time Schedule for Implementation

Mevlana Development Agency is planning to put this measure into use in end of 2018 after examining successful examples in Turkey and abroad.

e) Required resources: staff and finance/source

Planned amount for this measure is around 50.000€.

5.4.2 Individual findings: Improvement Measures for the Province of Albacete

5.4.2.1 Improvement Measure 1: Incorporation of the Good Practice of Kompas 4+1 Phase Model.

a) Reason for improvement measure – link to Peer Review findings

Business Advisors in the Public Sector are the ideal enablers for stimulating and supporting startups.

According to the findings seen the Peer Review, our region needs an effective methodology for Business Advisors to increase the regional SME's innovation. The 4+1 Phase can provide to the Business advisors a structured and client focused model to accompany the startups through the entire process of new business development followed with sustained establishment in the market.

Thanks to the project BIC Albacete is planning to use a similar model presented by KOMPASS.

b) Content of the improvement measure

Organize seminars/events to provide information about competencies, skills and knowledge that a Business Advisor in the public sector should possess.

The objective is to establish a regional common methodology bases in the 4+1 model. Technicians who are participants in these conferences will be able to support the startup in a manner that maximizes the startup's viability and sustained existence and growth in the market. In order to optimize the support of the diverse range of startups, Business Advisors need access to training and development resources, which are ideally embedded in their workplace.

c) Responsible stakeholder for implementation / other involved stakeholders

The employment and entrepreneur departments in all institutions that support the entrepreneurs providing guide and information about starting new business will be the stakeholder.

d) Time Schedule for Implementation

Four years. Scheduled implementation time for the tool is expected to be until December, 2020.

e) Required resources: staff and finance/source

This issue has to be studied together with the rest of stakeholders.

5.4.2.2 Improvement Measure 2: Start Using the Mapping Tool

a) Reason for improvement measure – link to Peer Review findings and SWOT

There are different entrepreneurs' institutions that are usually the first public authorities that potential entrepreneurs meet with when they come up with their business plan, and that's why they play an important role in the early stages of a new company. These institutions like BIC's, Municipal employment departments, Businessman associations, etc. provide practical advice and information on every aspect of starting a new business. They also offer support in the assessment of the business idea, helping the entrepreneurs in the analysis of the strengths and weaknesses of their project. Finally, they can guide entrepreneurs to other public and private institutions that offer complementary support with the objective to provide a service as complete as possible.

Due to the variety of entrepreneurs' institutions focused, most of them in some specific areas, the use of a mapping tool is a resource that can help in the services provided by the stakeholders for guiding entrepreneurs according to their exact needs.

b) Content of the improvement measure

Considering these, a mapping tool jointly created for entrepreneurs to guide their legislative process step by step and providing the necessary information during the startup efforts would be very beneficial for regions development and entrepreneurial climate. On this point, meeting the needs of entrepreneurs and noting the feedbacks are crucial.

A mapping tool should be divided into different categories conformably with 4+1 model. For the pre-startup phase (+1 Phase - orientation, planning and

qualification), the starting up phase (funding, registration, implementation), and the post-startup phase (business establishment, networking and growth) specialized guides should be created and followed strictly in order to support entrepreneurship systematically. In short, a well-planned mapping tool should be created to provide potential entrepreneurs or startups with a complete overview of the current situation and the opportunities related to their specific needs.

c) Responsible stakeholder for implementation / other involved stakeholders

The employment and entrepreneur departments in all institutions that support the entrepreneurs providing guide and information about starting new business

d) Time Schedule for Implementation

Two years. Scheduled implementation time for the tool is expected to be until December, 2018.

e) Required resources: staff and finance/source

CEEI Albacete personnel are capable of creating and utilizing this tool. Planned amount for this tool is around 5.000€.

5.4.2.3 Improvement Measure 3: To consolidate companies that invest in innovative activities.

a) Reason for improvement measure – link to Peer Review findings and SWOT

According to the SWOT made about our region, we have detected a weakness and opportunity linked to the Phase 4 of Stabilize and Grow. These are related to address the weakness of 'low inversion in R&D' together with take advantage of the opportunity of 'creating knowledge clusters'.

Companies of traditional sectors of Castilla – La Mancha should seek to improve their competitiveness in technology and in improving the skills of their workers, so they should strive in the acquisition of technology as the generation of own technology, since it depends on their adaptation to an increasingly complex, more dynamic and more global environment.

The creation of own technology requires R&D+I activities, either by the company itself, by specialized service companies or by public research centres. In this sense, the role of the regional university is essential in this process.

To impulse the survival of companies with technological base through the provision of technology parks, corporate investment aids and institutional support instruments, favouring the presence of institutions such as venture capital firms, mutual guarantee societies and others.

Improve the current structure of R&D+I system in Castilla – La Mancha for a greater rationalization in order to coordinate the activities of each of its components and disseminate appropriately the services it offers.

b) Content of the improvement measure:

In order to improve the technological capability, the Region should resort to collaboration between companies and technological services providers. The business and knowledge networks are essential to achieve the access to highly specialized and interdisciplinary knowledge intensive resources, such as training or advice in technology among others. In addition, in these networks, companies can announce their needs in terms of innovation and capture the possibilities offered by institutions and the rest of innovation agents in their environment. Knowledge cluster can be created such as AEI (Innovative Business Group) figures and university – company cooperation agreements in the area of business to have more presence in the productive system of the Region. Meetings university – company should be organised to cooperate in different business areas, promoting joint actions for the purpose of improve the innovation or internationalization by the prioritization of those projects in which there are several companies involved, promoting the consolidation of existing sectorial clusters. For example, increasing the relations between companies involved in the process of the aeronautical sector and between these, the research organizations like the University.

c) Responsible stakeholder for implementation / other involved stakeholders

For the creation of these business and knowledge networks BIC Albacete should works with others stakeholders .For example in our region we have BILIB

(<http://www.bilib.es/>) who can support a database together with BIC Albacete that can be used by the rest of innovation agents .

d) Time Schedule for Implementation

Two years. Scheduled implementation time for the tool is expected to be until December, 2018.

e) Required resources: staff and finance/source

This issue has to be studied together with the rest of stakeholders.

5.4.3 Individual findings: Improvement Measures for the Stara Zagora Region

5.4.3.1 Improvement Measure 1: Organizing events for local people for the adoption of entrepreneurship

a) Reason for improvement measure – link to Peer Review findings and SWOT

In the SWOT Analysis for SZREDA, one of the main weaknesses is that there are few organizations that lead the process of developing entrepreneurship and helping the creation of community to nurture and foster entrepreneurs before and during startup phase. In addition, there were no events to gather people with interest in entrepreneurship and innovative business ideas.

We have already addressed this issue collaborating with a local NGO – Zaralab, which also operates as technological hub and co-working space. We have organized free weekly events and meetings with experts and entrepreneurs with businesses in different areas that share their experience with the local public. These events are promoted through wide audience in schools, by social media, press releases and partnership organizations. For better targeting of potential entrepreneurs and their pre-education phase we are making mailing lists with contacts with people that show interest and later on we can redirect them to relevant pre-accelerator programmes.

b) Content of the improvement measure

The city of Stara Zagora needed a community center for meeting of potential entrepreneurs in order to start developing the local entrepreneurial eco system, from where we can later on select, guide and categorize potential entrepreneurs for a successful and lasting startup. On the current stage of the improvement measure, meetings for entrepreneurs are only done through free weekly lectures, but later on we plan to organize networking events and international events that bring people with ideas together like TEDx (coming up on the 20th of May). Thanks to this project and what we have learned during the process, our aim is to create an entrepreneurial ecosystem that can easily bring people together and help them learn and exchange ideas and categorize them as a group that can provide potential entrepreneurs that can acquire investments and attract investors and help them start from the right point by turning their opportunities and strengths into advantage while being aware

of their weaknesses. This process would also help the entrepreneurs realize if they are sufficiently capable of establishing their businesses. The people that we invite as speakers are part of different startups, university lecturers in the area of entrepreneurship, members of SZREDA team, business angels and different mentors, and people from business incubators, pre-accelerators and accelerators.

Our improvement measure has three main important aspects:

1. Gathering together the community with potential entrepreneurs
2. Nurturing entrepreneurship with free weekly lectures on relevant topics
3. Inviting to Stara Zagora people that are highly involved and have good connections in the entrepreneurship area in the country.

Within the first aspect, potential entrepreneurs are brought together by free weekly lectures on certain themes to enhance their competency and knowledge. Each lecture has different speaker and targets different type of potential entrepreneurs – high-tech, digital startups, people with more standard business ideas etc. The second aspect helps the community by providing training to help them develop as entrepreneurs and improve their business ideas. According to the needs of the community, necessary lectures are organized (How to evaluate our idea? How to present our idea to potential investors?) and feedback is given to entrepreneurs that participate in order to improve their level.

Then, the third aspect helps potential entrepreneurs and entrepreneurs to have direct contact to proper people that can guide them to start their businesses. This is done in the best way by bringing together in one lecture the local community as an audience and the person that can help them as a lecturer on a relevant subject. In this way they can meet without any barriers.

c) Responsible stakeholder for implementation / other involved stakeholders

For this improvement measure, local NGOs that are mainly focused on entrepreneurship activities and all possible organizations that can provide relevant speakers are considered as stakeholders.

d) Time Schedule for Implementation

Scheduled implementation time for the tool has already started since October 2016 and has already provided slight results.

e) Required resources: staff and finance/source

SZREDA and Zaralab's personnel are capable of organizing these events. This is done by both organizations' team outside of working hours. Financial support for hiring a specific person to organize these events would be helpful. Also, some of the speakers that are invited demand their travel and accommodation costs to be covered and this is not plausible for most events. Local authorities and small grants can contribute for this improvement measure.

5.4.3.2 Improvement Measure 2: Events to promote the Investment plan for Europe.

a) Reason for improvement measure – link to Peer Review findings and SWOT

This improvement measure addresses another main weakness in the SWOT for the region of Stara Zagora – a lot of people with business ideas or already functioning startups don't have or don't know where to find information about funding. The overall objective of this improvement measure is to increase public awareness of the opportunities for investment, growth and job creation through the European Commission's actions in the context of political priorities and in particular for the Investment plan for Europe and the opportunities it offers to entrepreneurs.

The specific objectives of this improvement measure are:

- 1) To create conditions for local and regional business and entrepreneurs at local and regional level for initiatives for business development, investment, growth and job creation;
- 2) The creation of conditions for building closer links between the local entrepreneurship community and the EU by providing feedback on optimizing information processes and procedures to access opportunities for business and startup funding.

The expected impact of this improvement measure is to increase awareness of the local entrepreneurs and enhance their knowledge about funding opportunities provided by the Investment plan for Europe and increase their investment activity as a result.

b) Content of the improvement measure

Considering these, an organization of information events is put in place, designed for local entrepreneurs to guide them in the possibilities and the process step by step and providing the necessary information regarding the funding opportunities for business and startups. On this point, meeting the needs of entrepreneurs and noting the feedbacks are very important.

An information event for local and regional authorities, SMEs, entrepreneurs and other businesses for the regions of Stara Zagora and Yambol is being organised. The event will be widely announced to the target groups through various communication channels, including Posts on the site and social profiles of SZREDA and partnership organizations. The event will be open to 150 participants from the local entrepreneurial and business communities. The majority will receive personal invitations. The event will be presented with a focus on plan investments in particular on possibilities in tourism and related infrastructure serving areas, attractions and more. A live demonstration on how to access to European gateway for investment projects (EPIP) will be part of the event, <https://ec.europa.eu/eipp/desktop/bg/index.html> with practical information on how to work with the portal. The event will be held in an appropriate hall in Stara Zagora. In May 2017 as key speakers will be invited experts from the EC Representation in Bulgaria and managers of the 4 banks in Bulgaria approved for the provision of funds under the Investment plan for Europe. Besides basic information about the Investment Plan - goals, priorities, mechanisms, etc., will be presented information to beneficiaries on funding projects at national and EU level. The event will also have an interactive element; the objective is being to increase awareness of representatives of the target groups receiving information and to stimulate the debate with them.

c) Responsible stakeholder for implementation / other involved stakeholders

Authorities at local and regional level, entrepreneurs, representatives from local businesses and SMEs are key target groups for this improvement measure for several reasons: the competence of the first to form the relevant policies at local and

regional level in collaboration with the latter to create the necessary conditions for investment, growth of local and regional economy and jobs; generate ideas for initiatives and projects and the formation of PPP implementation, etc.

d) Time Schedule for Implementation

Scheduled implementation time for the tool is expected to be in May, 2017.

e) Required resources: staff and finance/source

SZREDA alone is capable of organizing this measure under the framework agreement with the European Commission for Europe Direct Information Center. An additional restricted grant has been approved for this and another 3 relevant events across Bulgaria for approximately 5,000 €.

5.4.4 Lessons Learnt

All MEVINO partners pointed out that the Peer Review Findings and SWOT results are core and essential input for the elaboration of the improvement measures for the entrepreneurship support, not only in terms of valuable results but also in terms of networking and trust building among the stakeholders, leading to a smooth elaboration process for the improvement measures.

Sharing and discussing Peer Review results and SWOT findings within the MEVINO design process is building substantial trust among the involved stakeholders as the MEVINO partners have experienced. Joint Peer Review and SWOT activities are creating a kind of co-working space for the stakeholders, in particular on sub-regional and local level. This trustworthy surrounding makes it easier for the stakeholders to rely also on informal agreements and to develop the improvement measures in a bottom-up approach from local level and findings.

Once the set of improvement measures is developed in this bottom-up approach, formal agreements with the managing and financial authorities on regional and/or regional level are required to define the formal responsibilities and to allocate the proper budget for the implementation of the improvement measures. As the elaborated improvement measures are evidence-based on Peer Review/SWOT results with direct links to current weaknesses/so far unfulfilled needs of entrepreneurs, it is also easier to achieve this formal written agreement with the responsible organisation, in particular as the stakeholders have a broad consensus and speak with one voice. The risk of failure of implementation of the improvement measures is dropping significantly with the MEVINO design process for entrepreneurship support.

Nevertheless, it can always happen that organisations on local, regional and national level see different priorities in terms of improvement of the entrepreneurship support system. In this case, the principle of improvement measures with different speeds should be applied. Those measures with a low budget and with full consensus on local/regional level can be implemented earlier than others, usually larger measures, which require further clarification of services and of budget questions. In any case, stakeholders should start with the implementation single measures as soon as

possible instead of waiting for an overall agreement on the complete set of improvement measures, because in the latter case a single organisation or a missing agreement for one measure can block the whole improvement process.

As different priorities of involved stakeholders/responsible authorities on different geographic levels and budget restrictions have strong influence on the time line of the elaboration of the improvement measures – and in particular on the following implementation – the time schedule for measure development should be realistic in order to avoid severe time constraints.

A strong networking of the stakeholders during the elaboration and a strong consensus among the stakeholders on the elaborated improvement measures can also be used for the promotion of the positive entrepreneurship climate in the region. It is easier to motivate people to start their own business and startups from outside of the region to settle down in the own region if there is a strong, evidence-based entrepreneurship policy.

5.5 Feasibility Check

5.5.1 Individual findings: Feasibility Check for Konya Karaman's measures

5.5.1.1 Feasibility Check for Improvement Measure 1: Profiling Tool

As described in the related improvement measure, KOSGEB (small and medium industry development organization) is planned to be the stakeholder since it mainly deals with entrepreneurs and businesses from small to medium scale. On this issue, a few sessions were held with KOSGEB and talked on the applicability of the measure. Both MEVKA and KOSGEB agree that there is need for such measure and standardization that will help easing the assessment and orientation procedures.

Both sides have wide experience since these institutions has provided the entrepreneurs with grants and incentives for a long time. Therefore, they are experienced in selecting the best candidate and capable of detecting the missing points and measures.

5.5.1.2 Feasibility Check for Improvement Measure 2: Mapping Tool

This measure is very obviously evidence based and Mevlana Development Agency will push the implementation under own responsibility. From the beginning to the end, there is no standardized consultation and monitoring system for entrepreneurs and that results in random investment support activities which is nearly impossible to measure its accuracy and success. By implementing the "4+1" system of KOMPASS, we believe that it will be better and possible for us to spot the lacking points and straighten the insufficient points.

5.5.1.3 Feasibility Check for Improvement Measure 3: Business Angel Network

Currently, there are 14 prominent business angel network establishments actively operating in Turkey. However, most of them are mainly located in Istanbul and that's why Konya remains untouched within the framework angel investment system. Considering there are more than 40,000 SMEs and more than 100,000 university students in Konya, the importance of bringing an alternative financial practice to the

province becomes crucial where there is need for capital for most entrepreneurs. In addition to this, in 2016, 45 important patent and 1,435 industrial design registration were made which shows us the strength of the province.

Within this perspective, Mevlana Development Agency have held several meetings with certain angel investor establishments and discussed the establishment of the business angel network in Konya in detail. As a result, it's understood that there's promising potential not only in Konya, but in central Anatolia too. This makes Konya a potential leader in its region for further development in the scope of angel investments.

Mevlana Development Agency is still running related activities to increase the recognition of angel investment system in the region. With the MEVINO project, it's believed that an angel investment network that closely work with local and international partners will help Konya economy and its entrepreneurs in many aspects.

5.5.2 Individual findings: Feasibility Check for Albacete's measures

The feasibility plan for MEVINO Improvement measures has been divided in three steps:

- Pilot implementation in our organisation – until December 2017
- Implementation at local level – January 2018-December 2018
- Improvements at regional level – January 2019 – December 2020

The first two steps can become effective through our organization for the first two improvements:

Improvement Measure 1: Incorporation of the Good Practice of Kompass 4+1 Phase Model.

Improvement Measure 2: Start Using the Mapping Tool

To place the third measure to a second and third phase a strong collaboration with the local and regional stakeholders' institutions is required:

Improvement Measure 3: To consolidate companies those invest in innovative activities.

Timetable

First phase: until 31/12/2017

In a first phase, CEEI Albacete is adapting the internal procedures in order to include the Measure 1 and Measure 2. With this action CEEI Albacete will have a formal feasibility check that can be used as motivation to the local stakeholders in the second phase.

As part of the region business advisors, the target of CEEI Albacete is to boost a comprehensive network to support all phases of start-ups and to guide the potential entrepreneurs through the different phases based on the Kompass 4+1 Model .

One of keys to achieve this methodology is to start using the mapping tool. CEEI Albacete belongs to the public sector institutions in charge of advising new entrepreneurs, to identify and to support potential start-ups and to help in the SME

in the finding of budget. CEEI Albacete acts as business advisors with engagement with other local, regional and national resources.

Second phase: January 2018-December 2018

With the aim of setting the bases for the second phase, CEEI Albacete has started to develop the second phase by doing a checking the feasibility feedback of the measures with the local partner institutions. This meeting was done on 3rd of April of 2017, where the local partners' institutions agreed the feasibility of these improvements at local level, with the objective of using the pilot experience in CEEI Albacete for the implementation.

Third phase: January 2019 – December 2020

The final objective is to get several agreements on improvements measures with other regional stakeholders at the end of 2020. Based on the previous experience in phases 1 & 2.

5.5.3 Individual findings: Feasibility Check for Stara Zagora's measures

5.5.3.1 Feasibility check for Improvement Measure 1: Organizing events for local people for the adoption of entrepreneurship

The feasibility check for the first improvement measure for the region of Stara Zagora, that was implemented by SZREDA, regarding the organizing of events for local people for the adoption of entrepreneurship, can be followed in three easy steps:

1. Receiving feedback from the people that attended the events;
2. Creating a list of contacts of potential entrepreneurs that would be informed about interesting innovations, news for any funding options, entrepreneurial contests and etc. This would be the base from which we can develop and profile the potential entrepreneurs;
3. Forming smaller communities in different areas with potential entrepreneurs (IoT, Low tech businesses, Agricultural startups and etc).

Giving that the improvement measure consists of bringing together the potential entrepreneurs to meet experts and people with large entrepreneurial background in the location that is the tech and startup hub for the city of Stara Zagora, we bring all stakeholders in one place. This would be the base of potential entrepreneurs that we can nurture and mentor in order to develop the local entrepreneurial ecosystem and have functioning startups and attract different business angels, venture capital funds and other types of investor to the region.

One of the ways that we validate the results of the improvement measure and adjust it to suite in the best possible way the needs of the local community is very simple – we ask them for feedback and also we want them to tell us what types of event s would be helpful for them and their business ideas or startups. We also ask them if there are certain speakers they would like us to invite and etc. In this way we can adjust the improvement measure to be perfectly relevant to the needs of the local entrepreneurial community and nurture it's growth in the best possible way.

The second way is to know exactly how big is the local community and to inform it and receive better feedback by making a contact list with all the people that attend

the events and inform them for upcoming events, funding options, mentoring, open calls for project proposal and etc.

The third thing that we have started doing as a feasibility check for the improvement measure is to concentrate the community into thematic groups that are more focused – we have started doing this with the people that are involved with startups and business ideas in the 2D and 3D design. In this way, the smaller community can have events that are community driven – receiving feedback from one another, networking events and etc.

5.5.3.2 Feasibility check for Improvement Measure 2: Events to promote the Investment plan for Europe.

The feasibility check for the other improvement measure that we have started implementing – organizing events to promote the Investment plan for Europe - is done by analyzing if there are any businesses that have shown any interest in the opportunities to receive funding for their businesses, with preferable conditions from the bank institutions that have signed agreement with the European Investment Bank.

The feasibility check will provide us with information, if the improvement measure addresses successfully its main objectives:

1. To create conditions for local and regional business and entrepreneurs at local and regional level for initiatives for business development, investment, growth and job creation;
2. To create conditions for building closer links between the local entrepreneurship community and the EU by providing feedback on optimizing information processes and procedures to access opportunities for business and startup funding.

For now the feasibility check shows us that there are three businesses that have showed interest in the funding opportunities that the Investment plan for Europe offers and one of them is in advanced talks with one financial institutions, and representatives from the European Commission in Bulgaria and from the World Bank

have assured that they will help in establishing relations and introduction to potential customers and business partners.

5.5.4 Lessons Learnt

Defining the feasibility checks for the elaborated improvement measures within the MEVINO project, the partners realised that they had a different understanding of a “feasibility check” at the project start.

Following Wikipedia https://en.wikipedia.org/wiki/Feasibility_study a “feasibility study aims to objectively and rationally uncover the strengths and weaknesses of an existing business or proposed venture, opportunities and threats present in the environment, the resources required to carry through, and ultimately the prospects for success. [...] A feasibility study evaluates the project's potential for success; therefore, perceived objectivity is an important factor in the credibility of the study.”

In case of MEVINO the feasibility check is the operational validation of each elaborated improvement measure, whether it can be implemented in the regional environment and whether the expected success can be achieved with the implementation. There are different ways/levels of a feasibility check:

One way is the validation of the gained consensus and the achieved formal agreement about implementation responsibilities, the role of individual actors and the allocated budget. The applicability and success of the elaborated improvement measure concepts are analysed for different scenarios, which might happen while applying the improvement measure. For this ex-ante validation no pilot implementation is required.

The feasibility check can also be an ex-post evaluation of a pilot action which is being implemented for the improvement measure under realistic conditions to see what the expected output and impact of the improvement measure.

In both cases, the concept of the improvement measure needs to be sufficiently detailed including qualitative and quantitative indicators allowing the assessment of the expected/gained output and impact of the respective improvement measure. While it is easier and less time consuming to limit the indicators to input (like required budget, role of the actors) and output indicators (e.g. number of meetings, number of beneficiaries) in the concept development stage, the feasibility check can be more substantial when also result indicators are defined.

Due to the time constraints of the project MEVINO partners had no time to run pilot actions and thus the feasibility checks were limited to an ex-ante evaluation taking into account also input and output indicators. However, the partners pointed out that the feasibility check in form of ex-post evaluation of pilot actions for the improvement measure concept is recommend when sufficient time is given.

6. Recommendations for improving the regional entrepreneurship ecosystem and related support services

The positive Lessons Learnt as well as the elaborated measures for improvement of the regional entrepreneurship ecosystem – which are in single case already in an early phase of implementation – clearly underline the benefit of the MEVINO approach by combining KOMPASS' 4+1 model and the MEVINO Design Process. Thus, MEVINO Partners recommend to follow the full MEVINO approach if you want to improve your entrepreneurship system and to foster entrepreneurship in your region.

Furthermore, MEVINO partners recommend putting also particular emphasis on particular success factors and potential obstacles observed while running the INNOSUP MEVINO project:

- Involve the relevant stakeholders of the regional, local and national level of the addressed entrepreneurship ecosystem as soon as possible in your project. This allows trust building and networking among the stakeholders from the beginning leading to a simpler consensus building process and higher implementation success rate of the elaborated improvement measures.
- The MEVINO Design Process and the 4+1 phase model as flexible enough to deal with individual particularities of single entrepreneurship ecosystems. Thus, the MEVINO approach is never a reason to fail with the elaboration of the improvement concept for any entrepreneurship ecosystem.
- From the very first beginning, it is necessary to document the findings in a written form to make the project results transparent for all involved persons even though they cannot attend all meetings/calls/etc. The necessity to write down findings from the Peer Review and to document the SWOT in a written form help to reveals remaining open questions and to sharpen the individual and common understanding for the gained agreements and remaining differences of opinion.
- Try to be focussed as much as possible! In order to come up with effective improvement measures it is necessary to focus the Peer Review and SWOT analysis on the topic of the entrepreneurship support including the environment of the entrepreneurship ecosystem as much as possible. Dealing

with general issues might be more convenient during the Peer Reviews, SWOT analysis and elaboration of improvement measures, but when it comes to the implementation these measures have to demonstrate clear impact on the improvement of the entrepreneurship support system.

- Be always flexible with the implementation of the elaborated improvement measures in order to avoid a full blockade of the implementation! Thus it might be recommended to start with the implementation of single improvement measures if others require further clarification. Such cases are more common if stakeholders and decision makers from different geographic levels need to be involved into the measure elaboration and feasibility check.
- Following the MEVINO Design Process with application of the 4+1 phase model requires professional and experienced project managers.

MEVINO Partners also recommend to apply the MEVINO approach in an international collaboration project in order to have the additional opportunity to learn from the experiences from other European regions and countries. This fosters the transfer of Good Practices in entrepreneurship support and avoids reinventing the wheel. In case of such an international interregional cooperation project, some more aspects should be considered:

- The language barrier has to be taken into account: as some stakeholders are not capable to write English documents or to understand an English written text sufficiently the project leader has to define the procedure how to communicate the results/findings from the exchange with international partners and related documents in English to the regional/national stakeholders. The translation of the documents in English language into the own national language is of course the most thorough approach, but usually not feasible due to time and/or effort/budget constraints. In this case an intensive face-to face communication can be helpful and substitute the text translation, when the project leader is summarising the findings from interregional cooperation in meetings and/or written form like e-mails. Nevertheless, the MEVINO Approach should always be documented in the

national language, the same for the findings/results/concepts for the own region.

- Allocate sufficient budget for interregional meetings and study visits not only for the direct project partner, but also for other regional stakeholders to learn from the partner regions through on-site visits and exchange.
- Interregional projects usually requires a longer project runt time than simple regional projects – take this into consideration in your project plan!

7. Annex

7.1 Peer Review Guideline

PEER REVIEW GUIDELINE

1. The framework for entrepreneurship support in the reviewed region

1.1. Potential for innovative entrepreneurship

(1) Please assess briefly the strengths and weaknesses of the region in terms of innovation & entrepreneurship from the side of

- a. science (technology supply side)
- b. business (innovation demand side)
- c. intermediaries (support service providers)

(2) What are the region's unique advantages / unique selling propositions?

(3) What are the challenges in terms of innovation & entrepreneurship faced by the region in global perspectives?

1.2. Entrepreneurship Policy

(4) Please briefly explain the process of development and implementation of the Entrepreneurship Policy.

- a. Is there an identified leader of this process?
- b. What are the strengths and weaknesses of the decision-making process?
- c. How do you assess the level of stakeholder involvement in the policy?

(5) Please indicate the set of priorities of the Entrepreneurship Policy.

- a. What are the selection criteria?
- b. What are your targets / indicators for the single priorities? Have you specified them in quantitative figures?

(6) Does any Entrepreneurship Strategy exist for your region?

- a. What are the target groups of entrepreneurship strategy?
- b. Is the strategy following a process-oriented approach like the "4+1 Phase Lifecycle Support Model"?

1.3. Budget

(7) What is the annual amount of available budget for the regional system of entrepreneurship support?

(8) Who are the decision makers about the spending of the budget?

(9) Who are sources of the budget?

1.4. Coordination and Networking

- (10) Is there any coordination of the regional system of entrepreneurship support?
- (11) Is there any networking among the service providers? Please indicate the role of some major organisational structures in your region
- (12) How transparent is the current system of professional entrepreneurship support and the related service providers?
- Among the stakeholders and service providers?
 - Among the target group of the entrepreneurship support?

1.5. Quality and Evaluation

- (13) Can you assess the competencies of the service providers and the quality of their offered services in a realistic way?
- (14) Are the service providers and their offered services, in particular the impact on the customers, monitored or evaluated?

2. 4+1 Phase Model for Lifecycle Support – single phases

2.1. Phase +1 – Approach & Acquire (startup stimulation phase): Potential for innovative entrepreneurship

Given the reducing numbers of startup across Europe, the +1 phase aims to proactively target clusters of potential entrepreneurs within one's region and stimulate awareness and interest in entrepreneurship. (see BARTOK Guidebook).

Please use the Mapping Tool to get an overview over the service providers and their offered services and attach it to the Peer Review answers.

- (15) Information about opportunities of entrepreneurship in general in your region
Examples:

Mapping tool for service providers (GP by KOMPASS) – is part of the Peer Review in order to get an overview over the service providers and their offered services

- Web based information pool, website central (one stop shop) – decentralised
 - Surveys in Facebook, LinkedIn
- Does your region provide this information?
 - How does your organisation provide this information?
 - Does your organisation intend to improve this issue within MEVINO?
- (16) Identify and target individual potential entrepreneurs and beneficiaries? Any standardised tools?

Examples:

- Information day

- Proactive visit of target group like schools
 - Entrepreneurship game software based
 - Surveys in Facebook, LinkedIn
 - Exhibitions, fairs
- a. Does your region identify and target individual potential entrepreneurs and beneficiaries?
 - b. How does your organisation identify and target individual potential entrepreneurs and beneficiaries?
 - c. Does your organisation intend to improve this issue within MEVINO?

(17) Approaching and establishing concrete contacts/customers? Any standardised tools?

Examples:

- Description of startup idea
 - Agreement with stakeholders about forwarding potential entrepreneurs to the “right” service provider (sign posting)
 - “mouth-to-mouth” information dissemination
- a. Do regional service providers establish concrete contacts/customers?
 - b. How does your organisation establish concrete contacts/customers?
 - c. Does your organisation intend to improve this issue within MEVINO?

2.2. Phase 1 – Orient and Assess (pre-startup)

This phase includes providing Information and Orientation in a group session and then following up with individual consultation with the potential startup. The key objective in this phase is to ensure that the client is aware of the risks and opportunities of business startup and that the client’s business idea is solidly and sustainably matched with their resources and competencies, systematically measured through a socio-economic assessment tool. (see BARTOK Guidebook)

(18) Orientation on startup risks and opportunities?

Examples:

- Selection for entrepreneurship education (MEVKA and BI Albacete 1:1 selection)
- a. Do regional service providers provide this orientation?
 - b. How does your organisation provide this orientation?
 - c. Does your organisation intend to improve this issue within MEVINO?

(19) Conducting specific skills/risk analysis (incl. socioeconomic competence assessment)

Examples:

Profiling Tool (GP KOMPASS) – of interest for MEVKA, SZREDA

- Working with (professional) coaches
 - Risk analysis for entrepreneurs
- a. Do regional service providers conduct specific skills/risk analysis of potential startups?
 - b. How does your organisation conduct specific skills/risk analysis of potential startups?
 - c. Does your organisation intend to improve this issue within MEVINO?

(20) Identify and advise on strengths and gaps

Examples:

- Working with (professional) coaches
 - Risk analysis for entrepreneurs
- a. Do regional service providers identify and advise on strengths and gaps of potential startups?
 - b. How does your organisation identify and advise on strengths and gaps of potential startups?
 - c. Does your organisation intend to improve this issue within MEVINO?

2.3. Phase 2 – Plan and Qualify (pre-startup)

This phase steers the client towards training and development needed to close any gaps and initiates the business and financial planning process. (see BARTOK Guidebook)

(21) Navigate to resources for needed training & qualifications

Examples:

Mapping Tool (GP KOMPASS)

- a. Do regional service providers navigate entrepreneurs to resources for needed training & qualifications?
- b. How does your organisation navigate entrepreneurs to resources for needed training & qualifications?
- c. Does your organisation intend to improve this issue within MEVINO?

(22) Assist in planning and preparation: economic, financial and technical feasibility check

Examples:

- Feasibility checks: economic, financial, technical
 - Sign posting of entrepreneur to talent pool (BIC Albacete)
- a. Do regional service providers assist entrepreneurs in the feasibility check?

- b. How does your organisation assist entrepreneurs in the feasibility check?
- c. Does your organisation intend to improve this issue within MEVINO?

2.4. Phase 3 – Start and Implement

This phase kicks-off the official operational matters pertaining to business startup including, registration, application for financing, location identification, marketing, and networking along the value-chain. (see BARTOK Guidebook)

(23) Assist in business & tax and VAT registration

- Do regional service providers assist startups in business & tax and VAT registration?
- How does your organisation assist startups in business & tax and VAT registration?
- Does your organisation intend to improve this issue within MEVINO?

(24) Assist with networking to suppliers, partners, etc. along value chain

Examples:

- **Match for Export (GP KOMPASS) – of interest for MEVKA, BIC Albacete, SZREDA)**
- **Network Action (GP KOMPASS) – of interest for MEVKA**

- a. Do regional service providers assist startups in networking?
- b. How does your organisation assist startups in networking?
- c. Does your organisation intend to improve this issue within MEVINO?

(25) Provide ongoing coaching

Examples:

- **Business Angels Network (GP BIC Albacete) – of interest for MEVKA, How to direct BAs? Checklist**

- a. Do regional service providers coach startups?
- b. How does your organisation provides ongoing coaching?
- c. Does your organisation intend to improve this issue within MEVINO?

2.5. Phase 4 – Stabilize and Grow

Since startups are the most vulnerable in their first three years, the 4th Phase envisions continued contact for strategic guidance, trouble shooting and networking support for the startup. (see BARTOK Guidebook)

(26) Provide ongoing coaching, strategic planning and trouble shooting

Examples:

- How to identify startups which require trouble shooting (e.g. by questionnaires sent to coached entrepreneurs in former times)

- “on-site-checks” at the startup
- **Web based diagnosis (GP BIC Albacete) with questions addressing**
 - IT usage
 - Innovation management
 - Marketing and customer care

- a. Do regional service providers offer ongoing coaching, strategic planning and troubleshooting?
- b. How does your organisation offer ongoing coaching, strategic planning and troubleshooting?
- c. Does your organisation intend to improve this issue within MEVINO?

(27) Continue to assist with networking to suppliers, partners etc. along value chain
Examples:

- Networking party, establishing a networking community
- Outdoor training with teams coming from several startups (BIC Albacete)

- a. Do regional service providers assist startups in networking?
- b. How does your organisation assist startups in networking?
- c. Does your organisation intend to improve this issue within MEVINO?

(28) Support for growth by change management

Examples:

- **Change Management for enabling growth – web based tool (GP BIC Albacete)**

- a. Do regional service providers assist startups in networking?
- b. How does your organisation assist startups in networking?
- c. Does your organisation intend to improve this issue within MEVINO?

3. Integration of Lifecycle Support 4+1 Phase Model into existing entrepreneurship support system

(29) Competence Profiles for service providers of entrepreneurship support

Examples:

- see BARTOK Guidebook page 42-44

- a. Do any Competence Profiles exist in your region?
- b. Do any Competence Profiles exist in your organisation?
- c. Does your organisation intend to improve this issue within MEVINO?

(30) Quality standards for single entrepreneurship support services

Examples:

- see examples BARTOK Guidebook page 45-48
- a. Are any quality standards for single entrepreneurship support services defined in your region?
 - b. Are any quality standards for single entrepreneurship support services defined in your organisation?
 - c. Does your organisation intend to improve this issue within MEVINO?
- (31) How to introduce the holistic "4+1 Phase Lifecycle Support Model" in your organisation? The road map for your organisation
- a. As a whole
 - b. Parts of the model, e.g. Profiling Tool or Mapping Tool or Matching Tool (Network Action)
- (32) How to integrate the holistic "4+1 Phase Lifecycle Support Model" into the current regional entrepreneurship policy? The road map for your region/province
- a. As a whole
 - b. Parts of the model, e.g. Profiling Tool or Mapping Tool or Matching Tool (Network Action)

7.2 Annex Good Practices

7.2.1 Good Practice Profiling Tool by Kompass, Germany ⁴

Today's startups possess a diversity of new business ideas, motivations, qualifications, resources and personal backgrounds. A Business Advisor requires a method to process and assess the competencies, resources and gaps of their client in an open, judgment-free, respectful and competent manner.

The Profiling Tool is a systematic method for an individualized socio-economic assessment of a startup's competencies, their readiness and viability of idea. This Tool enables Business Advisors to identify gaps, and propose training/education measures to close them. Most importantly, it allows the Business Advisors to serve as a funnel to ensure that the startup is solid and sustainable in the market.

7.2.1.1 Overview

The Profiling Tool is an effective instrument for Business Advisors to knowledgeably and effectively steer potential entrepreneurs towards a successful and sustainable new business startup.

As every Business Advisor has experienced, potential entrepreneurs are quite heterogeneous in nature: They represent a wide range of new business ideas (seeing trends perhaps not yet evident), have varying motivations, qualifications, resources and they possess a diversity of personal backgrounds. Furthermore, potential entrepreneurs are also quite varied in their level of readiness, be it business plan feasibility, skills, competencies, or knowledge needed to launch a new business. So how does a Business Advisors steer their client in an effective and individualized manner?

The Profiling Tool is comprised of eight categories of competencies and provides Advisors with a holistic, socio-economic overview of their client's professional, social and personal competencies. It is intended for the first face-to-face meeting with the potential entrepreneur and thus belongs to the 'Orientation' phase of the 4+1 Phase Model.

7.2.1.2 Objective and Expected Benefit

The objective of the Profiling Tool is to provide an individualized, personalized and holistic assessment of each potential entrepreneur's key competencies needed for new business startup. Business Advisors benefit from the Profiling Tool as it provides them with a detailed indication of their clients' unique strengths and weaknesses, including gaps that need to be addressed prior to business startup.

⁴ Bartok Project, 2014, page 65-71 <http://www.bartok-info.de/app/download/9922639093/R9+BARTOK+Guidebook+%28English%29.pdf?t=1425475154>

Armed with the results of the Profiling Tool, Advisors can knowledgeably and effectively steer clients towards the regional resources available to close the relevant gaps, using the 'Business Services Mapping Tool'.

7.2.1.3 Who Developed

The Profiling Tool was developed by Kompass jointly with consortium partners supporting the Federal migrant-targeted initiative 'Equal'. Kompass drew upon its own experience of having consulted over 21,000 potential entrepreneurs and has extended the tool for use across a broader target. The Profiling Tool is one of the key factors which has contributed to 85 % of Kompass startups being active and growing five years after founding (vs. 30–50 % survival after 3 years in Germany).

7.2.1.4 Target

Business Advisors in the public sector

7.2.1.5 Method

The Profiling Tool is a combination of a 1) face-to-face interview to gather information and 2) an electronic platform for the input of scores. The interview is administered by the Advisor in a face-to-face meeting with the client and in parallel, an electronic MS Excel based application allows the Advisor to input scores in the eight (8) areas of competency. After completion, a spider web diagram is automatically created and provides the Advisor with a summary depiction of the client's strengths and areas of development. It takes about 2–3 hours to complete.

7.2.1.6 Material

Computer, MS Excel, Office Room for client and Advisor

7.2.1.7 Detailed Description of Tool

The eight categories of competence measured in the Profiling Tool are:

1) Self-Initiative, 2) Family and Social network, 3) Motivation, 4) Financial Status, 5) Professional Expertise (Business idea & plan, Qualifications), 6) Market Knowledge, 7) Business Operations Expertise (General know-how, Taxes & Accounting, Insurance, Marketing, IT know-how), 8) Social and Personal Competencies, (Action & Goal Orientation, Risk-taking Capacity, Physical and Mental Wellbeing, Emotional stability, Strategic Thinking, Self-Assessment, Social Competence & Self Presentation)

The following section will review each of the eight categories and associated questions. Please note that the questions below are suggested as a broad guideline and should be tailored as needed to the unique Client and Advisor situation. Please also note that the quality of responses as well as the Advisor's ongoing consultation with the client will vastly benefit from a foundation of trust. In this regard, it is advisable to follow the Guiding Principle of open, judgment-free and respectful communication in all words and action towards the client.

7.2.1.8 Learning Outcome

Knowledge: Upon completion of the training, Business Advisors will know how to systematically assess the competencies of a potential entrepreneur. They will comprehend the eight socio-economic areas of competency vital to new business startup and will possess the knowledge to fully manage the Profiling Tool.

Skills: Through participation in the training, Business Advisors will have gained hands-on experience in administering the Profiling Tool for their own consultations. They will furthermore be in a position to systematically review the competencies, assess the readiness of the client for new business startup, and steer the client towards regional resources needed to fill their gaps.

Competencies: Upon completion of training, Business Advisors can evaluate the benefit of the Profiling Tool against methods previously used. They can deepen their Core Value of providing consultation in an open, judgment-free and respectful manner and thus effectively serve potential entrepreneurs who possess a diversity of new business ideas, motivations, qualifications, resources and personal backgrounds.

7.2.2 Good Practice Mapping Tool by Aster, Italy (From Bartok Project)⁵

Potential entrepreneurs are often unaware of the business development resources available in a region or are simply overwhelmed by the number of different consultants and service providers. The Mapping Tool enables Business Advisors to capitalize on their extensive linkages across the spectrum – granting and financial institutions, innovation centers and clusters, businesses and trade associations, business developers, and government institutions – and establish a transparent and comprehensive network reflecting resources for all phases of the startup's lifecycle. This effectively empowers Business Advisors to navigate the startups through the complex maze of service providers and resources.

7.2.2.1 Overview

The Business Services Mapping Tool is the result of intensive preliminary work undertaken to map the regional resources supporting entrepreneurship in Emilia-Romagna, Italy. These resources can be local, provincial or regional institutions, business associations, employment centers, universities and research centers, aggregators, etc.

The Business Services Mapping Tool also reflects the main regional players' areas of expertise along the lifecycle of a startup. It presents whether the services are for the pre-startup phase (orientation, planning and qualification), the starting up phase (funding, registration, implementation), or the post-startup phase (business

⁵ Bartok Project, 2014, page 60-63 <http://www.bartok-info.de/app/download/9922639093/R9+BARTOK+Guidebook+%28English%29.pdf?t=1425475154>

establishment, networking and growth) and is thus a powerful tool for supporting and stimulating entrepreneurial startups.

7.2.2.2 Objective and Expected Benefit for participants

Business Advisors in the public sector are usually the first people that potential entrepreneurs meet when they develop their business idea and therefore they play a key role in the birth of a new company. They provide practical advice on every aspect of starting a new business and information on the opportunities available in the region as well as at national and international levels. They may also offer support in the assessment of the business idea, helping the entrepreneurs in the analysis of the strengths and weaknesses of their project. Finally, they can guide entrepreneurs to other public and private institutions that offer complementary support with the objective to provide a service as complete as possible.

The Business Services Mapping Tool aims to be a useful work tool for public Business Advisors to provide potential entrepreneurs or startups with a complete overview of the players and the opportunities related to their specific needs.

When directly available on the internet, like for the website www.emiliaromagnastartup.it, the Business Services Mapping Tool is also very useful for the final users, i.e. potential and new entrepreneurs. It also provides a better understanding of the regional support system and a clearer idea of its weaknesses and strengths: it makes it easier to define what services or initiatives are still missing while developing new services or policies to enhance the competitiveness of the regional startup system.

7.2.2.3 Who developed

The Business Services Mapping Tool was developed by ASTER Startup Department, Emilia-Romagna, Italy. The Department has been active for the last 10 years and promotes the business creation culture and directly provides support services for knowledge-based, innovative and creative startups set in Emilia-Romagna. ASTER is active in a wide range of projects and initiatives targeting startups and works in close collaboration with the Emilia-Romagna Regional Dept. of Economic Development.

7.2.2.4 Target

Business Advisor in the public sector, potential entrepreneurs and startups.

7.2.2.5 Method

The Business Services Mapping Tool represents a snapshot – that should be updated on a regular basis – of players and services available for businesses in a defined area. Players and services are analyzed according to business development stages that they support i.e. from the inception of the business idea up to the market launch and consolidation phases.

The Business Services Mapping Tool for the Emilia-Romagna region considered the following parameters:

At which phase or stage of the startup lifecycle is the service provided?

What is the type of service?

Who is the target audience?

Finally, every player has been described with a special focus on their “unique selling proposition” and

highlighting the most important service/s they deliver.

7.2.2.6 Material

MS Excel, Internet, Feed reader.

7.2.2.7 Detailed description of the Tool

The first step is to define the regional area to investigate and to identify the targeted cluster of potential entrepreneurs. Based on those two criteria, one can then analyze the services provided by the regional players.

For example, for the Project “ENTREDI – Entrepreneurial Diversity” the main targets were (1) female entrepreneurship, (2) young entrepreneurship and (3) ethnic entrepreneurship.

For www.emiliaromagnastartup.it, the target is innovative entrepreneurship, particularly in its early stages.

Next, through internet research, one needs to develop a database on public and private players that are engaged in sustaining the various stages of entrepreneurship, from the very early stage (the birth of the business idea) to their market entrance. The database should reflect those players who offer services to startups, have their main interest in the selected area and whose services are free (public) or provided to members (associations and cooperatives).

In particular, the database should be organized according to:

The phase of Entrepreneurship development level¹⁸ (e.g. business idea, early stage, development, maturity)

Services offered

Geographic coverage

7.2.2.8 Learning Outcome

Knowledge: The Business Services Mapping Tool demonstrates the importance of regional resources supporting entrepreneurship. Using the emiliaromagnastartup case study, Business Advisors will gain a complete overview of the players and the opportunities available to their startup clients, already divided according to the needs of the startup itself (e.g. type of service and phase of development) and according to geographical location. Business Advisors will thus be positioned to provide full service, personally delivering their own offer and afterwards directing potential entrepreneurs or startups directly to organizations that provide complementary services.

Skills: Through participation in the training and studying the emiliaromagnastartup case study, Business Advisors will become skilled in how to develop a strategy, carry

on a study, publish it and institute updates and possible evolutions in order to respond to the startup client needs.

Competencies: Upon completion of training, Business Advisors will be able to create collaborations with key players in their own region and thus improve and widen their service offering to the startup client target.

7.2.3 Good Practice The Business Angels Network of Castilla – La Mancha (GOBAN)

7.2.3.1 Background and context.

GOBAN is the Business Angels Network of Castilla – La Mancha launched in December 2007 (and started up on the market in mid of 2008) by the BICs (European Business and Innovation Centers) of Albacete, Ciudad Real and Talavera de la Reina – Toledo, with the support of the Regional Government of Castilla – La Mancha, incorporating in 2010 the CEEI of Guadalajara.

GOBAN is coordinated and managed by the CEEI of Albacete and the aim of the network is to provide a meeting point between investors and entrepreneurs. GOBAN is a place where investment criteria and financing needs can be put together. GOBAN tries to aim that the entrepreneurs with innovative projects in the region get smart capital to start their projects.

There are several factors that caused the creation of GOBAN in the region of La Mancha and the support of its government:

The European Business and Innovation Centers of Albacete, Ciudad Real, Guadalajara and Talavera de la Reina – Toledo, are non-profit foundations that have as purposes of general interest, the promotion, development and promotion of economic activity, social and of research in the business field, developing activities to create new innovative companies and promoting these same characteristics among existing companies within the business environment of Castilla – La Mancha.

- The Government of Castilla – La Mancha, through the Development Pact and Competitiveness, which was signed on September 30, 2005 with the most representative social agents in the region, forecast the launch of actions aimed to improve the access to finance for SMEs, and including the promotion of networks of entrepreneurs and investors as another source of funding for companies. This document highlights the importance of mechanisms such as Business Angels networks for financing small entrepreneurs, and how far Castilla-La Mancha is in this sense from the rest of Spain, the European Union and the United States.
- The Business Angels Network is a SMEs financing system that has demonstrated, at an international and national level, its effectiveness in boosting entrepreneurial projects, especially those related to innovation, technologies and R&D
- The lack of Business Angels networks in the region at the time of its creation.
- Both the CEEIs and the Government of the region have shared the objective of developing in Castilla-La Mancha a Business Angels Network to promote and improve access to finance for businesses in this Autonomous Community.

Since its beginning, GOBAN has been related and is continuing been relating to the majority of entities in the region that in one way or another support the entrepreneurship and are in contact with potential investors. On the other hand, different collaboration agreements have been formalized with the main economic, social and academic agents of the region, which have made possible to strengthen the position of the Network.

7.2.3.2 Structure, organization and services

The organizational structure of GOBAN, has been from the beginning composed by 8 people plus the support of the administrative staff and other technicians, all of them staff of the BICs of Castilla-La Mancha.

Related to technical resources, GOBAN has physical and audio-visual facilities for holding workshops, conferences and investment forums in Albacete, Ciudad Real, Guadalajara and Talavera de la Reina. For events outside these four locations it will be necessary to rent space and services.

GOBAN also has, since 2012, the "GOBAN INVIERTE" platform, it is a meeting place with the aim of generates a new on line environment where matchings between entrepreneurs and investors are strengthened and accelerated (<http://gobaninvier.te.gobanclm.com>).

GOBAN try to channel business projects with financing and experience needs to the Business Angels group:

In a more specific way, the services offered by GOBAN are:

To investors

- Access to business projects in the region or in another they want to setting up.
- Access to the investment forums organized by GOBAN.
- Access to participate in the entrepreneurs training prior to forums as an expert.
- Specific training on the investment process and networking with other investors.
- Easy access to projects in other Business Angels networks.
- Impartiality by GOBAN in its actions.
- Information on the level of activity of GOBAN.
- Security on the analysis of the documentation of the projects it receives.
- Accompaniment in the business proposal.

To entrepreneurs

- Assistance in the business plan elaboration.
- Assistance in the executive summary elaboration.
- Assistance in the preparation of the presentation to investors
- Access to the Venture Academy of GOBAN (the Venture Academy is a formative experience in which an investment forum is simulated).
- Communication and circulation of the project.
- Access to the GOBAN investment forums.
- Access to Access to be able to present your project in other Business Angels networks.
- Specific training on the investment process.
- Assistance in the investment process.

- Assistance in finding alternative financing (ENISA, CDTI, financial institutions, crowdfunding, microcredit, etc.).

7.2.3.3 Scope of action

GOBAN emerges from the cooperation of the CEEIs of the region and the scope of action is mainly Castilla-La Mancha, however the model admits investors from other regions interested in Castilla-La Mancha projects, and also offers funding to entrepreneurs from any site who wants to start up their business project in Castilla-La Mancha.

Even so, GOBAN has among its long – term objectives to be able to act in other Spanish regions as well as internationally, in a way that attracts foreign investment to Castilla-La Mancha. Examples of these are the relationships that GOBAN maintains with:

- **EBAN** (European Business Angels Networks) form 2008 and actively. GOBAN has assisted to several conferences of EBAN, in addition to being an integral part of the group of “Cross Borders” (international relations).

Although GOBAN in no longer a member of this Network in an official way since 2011, it continues to keep in place relations with it.

- **AEBAN** (Spanish Association Business Angels) since it constitutions in 2008, GOBAN being one of the founding members and member of the Board of Directors of the Association.
- On the other hand, GOBAN is in contact with **ENISA** and **CDTI**, having supported the achievement of financing several projects.
- GOBAN keep close contact with other networks created by CEEIs. It is important to mention the recently created by **ANCESBAN**, to which the CEEIs of Castilla – La Mancha belong.

7.2.3.4 Transferability of the methodology

Based on the experience of the Network and in its results, the methodology used can be replied in other regions.

7.3 Annex Literature

- [BARTOK 2014]: Ellen Bommersheim, Olga Chandra, Elke Read, Stefan Schaeferling (KOMPASS), Gabriele Fladung (TIGZ), Luci Sanchez (ASTER), Lucia Severed (KKIKK), Jakob Huber& Cornelia Seitz (BWHW), BARTOK (Business Advisors, Training Opportunity and Knowledge – Guidebook for Trainers, Continuing Education for Startup Consulting by Business Advisors in the Public Sector, 2014, <http://www.bartok-info.de/app/download/9922639093/R9+BARTOK+Guidebook+%28English%29.pdf?t=1425475154>
- European Commission, 2013. INNOSUP 2014-5: peer learning of innovation agencies
<https://ec.europa.eu/research/participants/portal/desktop/en/opportunities/h2020/topics/innosup-5-2014.html>
- H2020-INNOSUP-05 Peer-learning of innovation agencies
<https://ec.europa.eu/easme/en/peer-learning-innovation-agencies>