

**Final Report:**  
**Survey of the Europe 2020 Monitoring**  
**Platform**  
**on SME-Friendly Regions and Cities**

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It does not represent the official views of the Committee of the Regions.**

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# Executive Summary

The results of the CoR Survey on SME-friendly Regions and Cities<sup>1</sup>: (a) contribute to the preparation of the CoR opinion on the proposed programme entitled *Competitiveness of Enterprises and Small and Medium-sized Enterprises (2014-2020)*, Rapporteur Witold Krochmal, to be adopted on 9-10 October 2012; (b) will be published on the Europe 2020 Monitoring Platform website as a final report on the survey, and (c) will feed into the Third CoR Monitoring Report on Europe 2020 (to be presented in December 2012).

## *SMEs are hit hard by the crisis*

The **current financial and economic crisis** was generally seen by local and regional authorities (LRAs) as having a **negative impact on SMEs** in their region. Moreover the **nature of the impact** was perceived as being **quite diverse**. The most pressing impact mentioned by the respondents was **employee layoffs**. **Financial aspects** (such as decreasing investment or liquidity), **falling demand** (such as decreasing consumer demand or orders), and **worsening performance** (such as decreasing production or R&D) encompass some of the main effects.

## *How respondent cities and regions have reacted so far*

The LRAs have set up a series of **measures to help SMEs address the crisis**. Measures that have played a major role have been the **promotion of entrepreneurs and new start-ups**, support in the form of **information, advice and consultancy**, and the **promotion of innovation**, whereas financial support and administrative simplification were of minor importance.

In order to **adequately respond to the crisis**, the **majority of respondents** claimed to have **made amendments to their existing regional policy making**. Furthermore, with regard to policy integration from the European to the national level, the Small Business Act's "Think Small First" principle was integrated into many of the respondent's policies in a variety of ways.

**The majority of respondents reported that local and regional authorities were supporting SMEs in their region in a variety of ways**. Most respondents claimed to be promoting at least five of the seven specific objectives mentioned

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<sup>1</sup> The survey was launched on 12 March 2012, with a final deadline of 23 April 2012, by the Committee of the Regions Europe 2020 Monitoring Platform ([www.cor.europa.eu/europe2020](http://www.cor.europa.eu/europe2020)). In total, 41 questionnaires were submitted by LRAs and other stakeholders from 17 EU Member States (including one response from Croatia, due to join the EU on 1 July 2012).

in the questionnaire, namely: a) improving access to new markets and fostering international growth (within and beyond the European Union), b) ensuring easier access to financing for SMEs, c) helping address the regional skills mismatch, d) promoting entrepreneurship as a career path, e) improving internet access, f) e-government services for SMEs, and g) facilitating innovative activity and marketing of its results. The most prominently mentioned objectives were "**ensuring easier access to financing for SMEs**" and "**promoting entrepreneurship as a career path**". Minor attention was given to objectives relating to access to the internet and e-government services.

### *The need for a SME-friendly business environment*

The picture of whether a **region's or city's legislation provides a SME-friendly environment** is rather mixed. While more than one third of respondents stated that their legislation had a positive influence on the set-up or development of SMEs, a few argued that their legislation's influence was to some extent negative (e.g. high taxes in general or, more specifically, high taxes for setting up new businesses). Among the **main aspects** covered by legislation, which have a positive effect on SMEs, is the tax system and **improved and simplified administrative procedures**. **Legal changes** at European, national and/or sub-national levels were the main suggestions in the area of **simplification and improvement of administration**.

### *Next steps*

**Targeting specific policy domains** in order to support the regional competitiveness of SMEs is the **view shared** by a majority of respondents. More than one quarter of them provided support for SMEs in the area of **innovation and R&D**, and a considerable number were also addressing **training and education, access to finance, internationalisation** and **international cooperation**. In addition, the concentration of these activities on a number of specific sectors played an important role.

In order to **improve the situation of SMEs**, more than two third of respondents agreed that among the objectives identified by the European Council, **access to finance** followed by **promoting entrepreneurship**, and **reducing administrative and regulatory burdens** were of the highest importance.

### *Expectations regarding the COSME Programme*

Generally, the **COSME Programme** for Competitiveness of Enterprises and SMEs<sup>2</sup> that will start in 2014 was perceived to be **positive and helpful** by the vast majority of the respondents. The most frequently mentioned **potential benefits of COSME** for the region or city were to get **access to finance**, to **boost the economy** and to get into **new or niche markets**. However, the **biggest challenges** for the programme were said to be the **low level of awareness** among entrepreneurs and **opportunities to reach and support suitable companies**. Moreover, some of the respondents reported that red tape could potentially put interested companies off participating. Therefore, in order to raise awareness of the programme, **better publicity** and the **provision of services for advice and assistance** could encourage companies to take part.

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<sup>2</sup> The new Programme for the Competitiveness of Enterprises and Small and Medium-sized Enterprises (COSME) will run from 2014 to 2020, with a planned budget of €2.5bn (current prices). The Commission's proposal will be discussed by the European Parliament and the Council, which must agree to adopt it. COSME should start on 1 January 2014.



# 1.QUESTION 1 – Financial crisis

*Please summarise the current impact of the financial and economic crisis on enterprises in your area, especially SMEs.*

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Overall, **almost all the respondents reported** that the financial and economic crisis was having **negative effects** on SMEs in their region.

The most common effects were **redundancies**, followed by **problems with financing and investment**. Furthermore, when categorising impacts, there was agreement among the majority of respondents that **financial aspects** (such as a decrease in investment or liquidity, etc.), **falling final/customer demand** (such as a *decrease in consumer demand or orders*), and **worsening of performance** (such as a decrease in production or R&D) are among the main impacts of the global financial crisis on SMEs in their region<sup>3</sup>.

Interestingly, **some respondents reported a more varied picture relating to different sectors**, whereas the majority stated impacts for all SMEs in the corresponding region. Respondents who reported information on specific sectors presented a more detailed picture on the divergent impacts and resulting performance data of sectors.

Notably, one respondent also mentioned positive aspects of the crisis (i.e. increase in the number of SMEs registered).

**Glasgow City Council, United Kingdom:** impacts of the financial and economic crisis since 2008 in the City of Glasgow can be summarised as followed: weak demand, constrained access to finance, which is inhibiting business investment, inflation, falling real household incomes, and slow economic recovery in many of our key trading partners.

**German-speaking Community in Belgium/Regional Economic Development Agency, Belgium:** in general, enterprises in the corresponding area face problems of lower demand, postponed investment and financing of projects. More specifically, SMEs with nine employees or fewer were affected by bankruptcies.

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<sup>3</sup> As stated in the report from the Europe 2020 Monitoring Platform survey “[Anti-Crisis Policies in Regions and Cities Two Years On](#)” among the most pressing issues with regard to SME’s during and after the financial crisis were “difficulties in access to credit”, “liquidity problems” and “business closures and bankruptcies”.



## 2. QUESTION 2 – Measures to address the crisis

*Have you taken any specific measures to help SMEs address the crisis since 2008?*

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Generally, measures implemented by the local and regional authorities were very diverse and tailored to the given situation on the ground. **Several respondents reported having a regional or local strategy** that had been set up in response to the financial crisis.

From the questionnaires analysed, the most frequently mentioned measure to help SMEs address the crisis was the **promotion of entrepreneurs or entrepreneurship and new start-ups**. In addition, many respondents suggested providing support in the form of **information, advice and consultancy** for SMEs. Another essential measure was the promotion of **innovation and competitiveness** in business and production. **Training** for workers and the **creation of knowledge** was considered to be highly important. Furthermore, the overall **promotion of the economy** was favoured, as were the **promotion of R&D** and the formation of networks.<sup>4</sup>

The provision of **financial support for SMEs**, the improvement of **access to financial support** and the **promotion of administrative simplification** have been mentioned as significant measures to cope with the financial crisis. The use and availability of European funding was addressed by some of the respondents that used EU funding for regional and local initiatives (e.g. Interreg, ERDF). However, most respondents did not report specific funding sources used for the measures implemented at regional and local level.

**Murcia Region Development Agency, Spain:** several measures have been taken, devoted to removing the obstacles SMEs face. These measures range from providing entrepreneurs with alternative sources of funding, simplifying legal regulations and offering personalised advice services, to specialised training and mentoring schemes for entrepreneurs, upgrading skills in business plans and economic knowledge.

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<sup>4</sup> As stated in the report from the Europe 2020 Monitoring Platform survey “[Anti-Crisis Policies in Regions and Cities Two Years On](#)” the most common measures to combat the financial and economic crisis introduced by regions and cities were financial support for SMEs, followed by investment in R&D, support for the competitiveness of the industrial base, and measures to support the most vulnerable.

**Skane, Sweden:** this region has set up a task-force with central government input.

**Marshall's Office of Wielkopolska Region, Poland:** a number of strategic programmes have been adopted and implemented with the aim of boosting the innovativeness and competitiveness of the region's economy. One of the priorities of the region is to establish innovative enterprises and to make products and services more competitive. Another priority is enhancing the region's internationalisation by helping Wielkopolska companies expand onto foreign markets, thereby enhancing the regional economy.

**Swedish Association of Local Authorities and Regions (SKL), Sweden:** the SKL has launched a number of training sessions and comparative measurements of the business climates in different local authorities. The aim of the training sessions was to simplify the conditions for running businesses in local authorities and to increase awareness among local government officials of conditions for businesses and their role in society.

**Aragones Federation of Municipalities Regions and Provinces (FAMCP), Spain:** the FAMCP has submitted the European project Interreg IVC "SMART" + mini programme for SME innovation and promotion, in which the organisation is lead partner and collaborates with five other European regions.

### 3. QUESTION 3 – Rethinking regional policy making

*To what extent do you believe that the crisis has forced your region/city to rethink the regional policy making (process) on entrepreneurship and to apply the Small Business Act's "Think Small First" principle?*

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The **majority of the respondents** claimed to have **made amendments to their existing regional policy making** process in order to respond to the crisis. In some cases, **no amendments were made**, owing mainly to **lack of (financial) resources** or because the **situation for SMEs was already favourable before the crisis** and needed no adjustments. In a few cases, the adjustment of policies was the responsibility of the national authorities and did not give regional and local authorities the opportunity to make changes, whereas in several cases, it was not clear whether amendments to existing policies had been made.

However, the **Small Business Act's "Think Small First" principle was indeed integrated into many of the respondent's policies**. In fact, the most frequently mentioned assistance for SMEs was general support and the promotion of specific measures for economic performance. Giving advice and assistance to entrepreneurs and SMEs, measures that promote innovation as well as internationalisation were mentioned in some cases.

Generally, respondents indicated a **variety of ways to integrate the "Think Small First" principle** into regional and local policies, and some of them are covered by various initiatives and projects (see Annex II).

**Galician Institute for Economic Promotion (IGAPE), Spain:** since SMEs account for over 95% of the Galician business sector, supporting them has always been a prime objective of the Galicia regional government's economic policy, even before the current crisis. Economic promotion of SMEs consists of a wide range of support, instruments, assistance and services. It is nonetheless true that the current crisis has put more emphasis on making Galician businesses more competitive and more international. To this end, IGAPE is carrying out various projects and schemes to make Galician SMEs more open to new markets and thus increase their exports.

**Marshall Office of the Wielkopolska Region, Poland:** "Supporting the SME sector involves: promoting creativity and innovation, fostering HR development in enterprises, providing entrepreneurs with advice and information, and securing financial support instruments based on the needs of SMEs. This action has been incorporated into the strategic documents that are binding in the region. The crisis has not therefore led to any changes in the process of supporting entrepreneurship".

**Preston City Council, United Kingdom:** Preston City Council has been reviewing its procurement processes and procedures, with the aim of simplifying them, to encourage local enterprises to become suppliers to the local authority where possible. The City Council also works with the Chamber of Commerce to promote the Small Business Act.

## 4. QUESTION 4 – Objectives for SMEs

*Please state which of the following objectives for SMEs are supported by your local/regional authority. For each item selected, please state briefly what form this support takes: a) improving access to new markets and fostering international growth (within and beyond the European Union), b) ensuring easier access to financing for SMEs, c) helping address the regional skills mismatch, d) promoting entrepreneurship as a career path, e) improving internet access, f) e-government services for SMEs, g) facilitating innovative activity and marketing of its results, h) others (please specify).*

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Several **respondents** reported that **5 out of the 7 above-mentioned objectives were supported by their local/regional authority**. Some **respondents** did not explicitly mention support in the form of concrete initiatives or programmes for any of the listed objectives, **but stated that general support** was provided by their local or regional authorities.

According to the majority of respondents, the objectives that received **most support** from local or regional authorities were **ensuring easier access to financing for SMEs** or **promoting entrepreneurship as a career path**. These objectives were followed by improving access to new markets and fostering international growth, facilitating innovative activity and marketing of its results, and helping address the regional skills mismatch, which were mentioned by 22, 21, and 21 respondents, respectively. Objectives which also received some attention were **improving internet access** and **e-government services for SMEs**.

**Preston City Council, United Kingdom:** with regard to the objective *e-government services for SMEs*, Preston City Council encourages SMEs to use its website to pay business rates and make licensing applications online. Furthermore, they have set up an online property database for businesses looking for premises in Preston, and an online business directory which enables businesses to locate local suppliers of goods and services.

**Barcelona Activa, Spain:** in order to support the objective of introducing e-government services for SMEs Barcelona Activa created a webpage that allows SMEs to manage on-line all the procedures a company may need when dealing with the City Council administration.

More specifically, **respondents explicitly named** the following **forms of support** as measures to address the above-mentioned objectives for SMEs. Several of the respondents indicated that they set up **schemes**, which provided

**coaching, advice or support** on various matters (business start-ups, information on loan guarantees).

**Glasgow City Council, UK:** Glasgow City council offers entrepreneurship training and advice through the Business Gateway network, the Prince's Scottish Youth Business Trust and through Digital Enterprise Glasgow in partnership with the universities and colleges in the area and Creative Scotland.

**Apindustria Venezia, Italy:** Apindustria Venezia has fostered relations with credit institutions as well as regional and provincial bodies in order to define and promote appropriate forms of financing and SME support policies, respectively.

More than a quarter of the respondents created or supported the **set up of platforms, networks** or, more specifically, international fairs in order to foster inter alia **collaboration and knowledge sharing** among SMEs or entrepreneurs, or the **marketing of products**.

**Galician Institute for Economic Promotion (IGAPE), Spain:** IGAPE, in cooperation with the Confederation of Galician Entrepreneurs (CEG), is setting up a network of enterprise platforms in the markets of greatest interest to Galician businesses.

**City of Erlangen, Germany:** the IDS (International Distribution and Sales) Marketing Network advises and supports smaller, innovative firms in the international marketing of medical technology products. Furthermore, the Financial Advisors Network, in collaboration with employers' organisations and others, helps companies better manage their funding and find the resources they need.

A reasonable number of respondents identified rather **comprehensive regional strategies or programmes** addressing economic development overall or, more specifically, various forms of support for SMEs (e.g. access to finance, human skills development such as education and life-long learning, facilitating innovation).

**Moravian-Silesian Region, Czech Republic:** with regard to the objective *facilitating innovative activity and marketing of its results*, Moravian Silesian Region has drawn up a Regional Innovation Strategy (RIS).

**City of Eindhoven, The Netherlands:** the Brainport 2020 Strategy addresses in a comprehensive way a series of objectives such as achieving a "fit" between people and work, as we strive for people to engage in life-long learning, or facilitating innovative activity and marketing.

**Murcia region Development Agency, Spain:** the Region of Murcia has initiated a whole set of programmes including a "Science, Technology and Innovation Plan" and a "Cluster promotion strategy" in order to promote the upgrading of skills in SMEs and all forms of innovation.



## 5. QUESTION 5 – Legislation

*How SME-friendly is your legislation (including your system of taxation)? What legal changes could be introduced at European, national and/or subnational level to improve the situation for businesses?*

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When asked about SME-friendly legislation, a **considerable number of respondents** (13 out of 37 respondents) indicated that part of their **legislation provided an SME-friendly environment**. In contrast, four respondents answered explicitly that their legislation was in fact having a negative effect on the set up or development of SMEs due to high taxes. The **main aspects** covered by legislation with a positive effect on SMEs include the **tax system** and **improved and simplified administrative procedures**, mentioned by five and four respondents, respectively.

A total of 16 respondents suggested **legal changes** at European, national and/or subnational level in order to improve the situation for businesses. More specifically, the **majority of suggestions addressed administrative simplification** (e.g. acceleration of procedures for setting up new enterprises or simpler, swifter responses when communicating with public authorities). The following aspects were also mentioned: a standardised or reduced tax regime, better access to finance and better labour legislation, as well as labour migration policy (i.e. better recruitment and integration of people from outside the EU).

**City of Achim, Germany:** the city of Achim suggests a number of legislative changes in order to promote the single market and strengthen growth and innovation. These include: standardised national tax regimes and legal frameworks for business activities, promotion and simplification of freedom of establishment, and better recruitment and integration of people from outside the EU in the competition for talent.

**Parliament of Catalonia, Spain:** by means of a Guide to Good Practice for the Preparation and Review of Regulations with Impact on Economic Activity (GBP), the region of Catalonia aims to avoid unnecessary obstacles to the development of economic activity and improves competitiveness of SMEs mainly.

**Krapina Zagorje County, Croatia:** with regard to legal changes, the county of Krapina Zagorje argues for the possibility of changes to fiscal and monetary policy and for supporting policy and labour legislation.



## 6. QUESTION 6 – Specific economic activities

*In order to increase regional competitiveness, should you target specific economic activities for support? If so, what are these economic activities?*

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The **majority of respondents stated that they implemented specific actions** to increase regional competitiveness. More than a quarter of respondents provide support for SMEs in the area of **innovation and R&D**, while a considerable number also address **training and education, access to finance, and internationalisation and international cooperation**.

From a sectoral perspective, **less than a third** of respondents mentioned **the need to support** i) the **creative industries/education/R&D sector**, ii) the **transport sector**, iii) the **biotechnology sector**, and iv) the **information and communication technology sector**. The agricultural, food, manufacturing, energy, and textile sectors were also mentioned.

**Moravian-Silesian Region, Czech Republic:** with regard to specific activities related to access to finance, the Moravian-Silesian Region proposed "...the use of repayable financial instruments such as micro-credits and revolving funds, for greater involvement of risk capital".

**City of Achim, Germany:** the City of Achim recommends the expansion of service centres for young self-employed people in order to "...make it easier to set up companies, exchange experiences, overcome difficulties in the start-up phase and forge networks".



## 7. QUESTION 7 – Measures to support growth

*The European Council recently identified a series of urgent measures for supporting growth, in particular among SMEs. The following were among the objectives identified: a) strengthening the Single Market, b) completing the Digital Single Market by 2015 (in particular: boosting confidence in online trade; providing better and cheaper broadband coverage), c) reducing administrative and regulatory burdens, d) removing external trade barriers and ensuring better market access and investment conditions outside the EU, e) improving access to finance, f) delivering top-quality business support services, g) promoting entrepreneurship, h) promoting the development of an effective EU-wide venture capital regime, i) making more effective use of pre-commercial public procurement to support innovative and high-tech businesses.*

*To what extent could these actions improve the situation for SMEs in your region/city? Can you suggest any other action?*

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**Almost all the respondents stated that measures targeting at least one of the above-mentioned objectives could improve the situation for SMEs.**

Measures for *improving access to finance*, followed by *reducing administrative and regulatory burdens* and *completing the Digital Single Market by 2015* were mentioned as being particularly important means of improving the situation for SMEs.

The **majority of respondents** indicated that **access to finance** (e.g. access to venture capital) followed by **promoting entrepreneurship** (e.g. by incorporating elements to promote entrepreneurship into the relevant curricula), and **reducing administrative and regulatory burdens** (e.g. simplifying or reducing administrative and regulatory burdens when setting up companies), cited by 24 and 23 respondents, respectively, **have the potential to improve the situation of SMEs** in their region. Specific objectives also mentioned included completing the digital single market by 2015 and making more efficient use of pre-commercial public procurement to support innovative and high-tech businesses.

**Apindustria Venezia, Italy:** in addition to the above-mentioned objective, the amount of financing "...should be proportional to the size of the enterprise and not defined "at the outset", based on actual requirements and not on theoretical projections.

**City of Achim, Germany:** in particular, if the aforementioned measures form part of a much-needed overall package, they will be very helpful to strengthen business culture and to develop the grassroots of business.

**Murcia region development agency, Spain:** a particular way to promote entrepreneurship recommended by the region of Murcia is, on the one hand, to address the difficulties faced by unsuccessful entrepreneurs (second chances) and, on the other hand, to accommodate and work with different business models (i.e. social economy businesses, cooperatives and similar legal forms such as social entrepreneurship).

Some contributions also highlighted challenges, such as that described in the box below.

**Urban District of Tczew, Poland:** with regard to better and cheaper provision of broad band coverage, "...it should be pointed out that activities to improve computer use and skills in using the Internet for various purposes, including study and work, have been wrongly downgraded". Furthermore, concerning the use of public procurement to support businesses, "verification of public procurement procedures is needed which, while protecting competition and combating corruption, sometimes involve practices, unfortunately arising from the rules themselves, which are irrational and damaging to firms".

## 8. QUESTION 8 – COSME Programme

*The COSME Programme for Competitiveness of Enterprises and SMEs will replace<sup>5</sup> the current CIP (2007-2013) and will have a budget of EUR 2.5 billion from 2014 to 2020<sup>6</sup>.*

*Please comment on: a) the potential benefit of the COSME programme for your region, b) the challenges relating to its implementation, c) the action that the national, regional and local authorities in your country could take to make COSME a success story, d) the role that the local partners of the Enterprise Europe Network or other business support providers could play with respect to COSME.*

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Generally, the **COSME Programme** was perceived as **positive and helpful** by the vast majority of the respondents. In a few cases, the programme was not or not well enough known, and in only two cases the usefulness of the programme was doubted.

Among the respondents, the most frequently mentioned **potential benefits of COSME** for the region or city was to get **access to finance**, to **boost the economy** and to get into **new or niche markets**. Generally, the respondents had high hopes for the programme to help, support and promote SMEs. The **biggest challenges** for the programme, however, were said to be the **low level of awareness** among entrepreneurs and opportunities to **reach and support** suitable companies. Moreover, **administrative burdens** were reported to be an obstacle for potentially interested SMEs. Some of the respondents declared the essential need for national, regional and local authorities to **raise awareness** of the COSME Programme and to simplify legal and organisational procedures. **Better publicity for COSME** was also desirable for the Enterprise Europe Network (EEN), as was **the provision of advice and assistance** for SMEs.

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<sup>5</sup> Compared to the CIP, COSME places a greater emphasis on overcoming the direct obstacles which SMEs face when setting up a business, accessing foreign markets or looking for business information and advice. The programme's five key actions are: (1) Access to finance for SMEs through dedicated financial instruments; (2) Enterprise Europe Network: a network of business service centres; (3) Entrepreneurship (supporting transnational networks and knowledge sharing); (4) Improving framework conditions for the competitiveness of enterprises and policy development; (5) Internationalisation of SMEs.

<sup>6</sup> More information at: <http://ec.europa.eu/cip/cosme/>.

**Moravian-Silesian Region, Czech Republic:** one particular benefit of the COSME programme is that it is one step further in the development of SME policy and that the competitiveness of SMEs will be supported in line with the objectives of the Small Business Act and the Europe 2020 strategy. Another benefit is the emphasis placed in particular on improving SME access in the form of equity and loans. Financial instruments for growth, including new equity and debt platforms to provide equity facility and loan guarantees, will enable SMEs to access funding more easily.

**Locality of Kose, Finland:** "The objectives of the programme look good from a regional perspective. The challenge will be to involve SMEs in the programme's projects. Success will require a much lighter administrative burden, especially for SMEs".

**Krapina Zagorje County, Croatia:** "The benefits could potentially be huge, but still there is a challenge to inform and prepare SMEs".

**Barcelona Activa, Spain:** "COSME should have a territorial dimension and cities must be involved in the procedure to implement it since cities have a core role in promoting SMEs. Cities are engines of growth in Europe. They will also be the engines of recovery. Supporting entrepreneurship and helping small business to grow will be key to achieving both the Europe 2020 strategy goals and territorial cohesion. As a conclusion, policies addressing the needs of SMEs therefore need to fully recognise this diversity and fully respect the principle of subsidiarity".

**Preston City Council, United Kingdom:** for Member States participating in COSME, it will be important to ensure that procedures are the same across all Member States and that there are national contact points or helpdesks which provide SMEs with information and assistance. Furthermore, it will be important to simplify the administration of the programme and to establish and maintain an active exchange of experience among Member States to learn from each other. National, regional and local authorities could set up local fairs/forums organised by public partners to bring together entrepreneurs, business angels and private investors and establish tailor-made programmes organised by cities to encourage the setting up of companies in strategic local economic sectors. Local partners of the Enterprise Europe Network (EEN) could promote COSME to encourage participation by local SMEs and entrepreneurs. It is also essential that the EEN be appropriately resourced to support COSME.

## Annex I - List of respondents

No.	Country	Organisation
1	Austria	City of Vienna
2	Belgium	German-speaking Community in Belgium/ Regional Economic Development Agency
3	Croatia	Krapina Zagorje County
4	Czech Republic	Moravian Silesian Region (Moravskoslezský kraj)
5	Czech Republic	Moravian Silesian Region (Moravskoslezský kraj)
6	Denmark	Region Syddanmark - Syddansk Vækstforum (Southern Region – Southern Growth Forum)
7	Estonia	Locality of Kose
8	Finland	Uusimaa Regional Council
9	Germany	City of Achim
10	Germany	City of Erlangen
11	Germany	City of Stuttgart
12	Germany	Department of economic development of the city of Bonn
13	Ireland	Border, Midland and Western Regional Assembly
14	Italy	Apindustria Venezia
15	Italy	Province of Rome
16	Italy	Regione Lombardia (Lombardy Region)
17	Lithuania	Lietuvos savivaldybių asociacija (Lithuanian Association of Municipalities)
18	Netherlands	City of Eindhoven
19	Poland	Agency for Economic Development of Gdansk City
20	Poland	Institution supporting academia and business
21	Poland	Lódz Region (Voivodeship)
22	Poland	Marshal's Office of Warmia and Mazury in Olsztyn
23	Poland	Marshal's Office of the Pomerania Region
24	Poland	Marshal's Office of the Wielkopolska Region
25	Poland	Municipality of Tczew
26	Slovakia	Nitra Self-Governing Region
27	Slovakia	Trenčiansky samosprávny kraj – Trenčín Region
28	Spain	Barcelona Activa
29	Spain	City of Alcalá de Guadaíra
30	Spain	European Grouping for Territorial Cooperation Galicia - Norte Portugal (GNP-EGTC)
31	Spain	Extremadura Assembly
32	Spain	FAMCP (Aragones Federation of Municipalities Regions and Provinces)

33	Spain	Galician Institute for Economic Promotion (IGAPE) , Regional Ministry of Economy and Industry of the regional government of Galicia
34	Spain	Murcia region development agency
35	Spain	Parliament of Catalonia
36	Sweden	Region Skåne
37	Sweden	Regionala utvecklingsledningen (Regional Development Management)
38	Sweden	Solna stad (City of Solna)
39	Sweden	Sveriges kommuner och Landsting (Swedish Association of Local Authorities and Regions)
40	United Kingdom	Glasgow City Council
41	United Kingdom	Preston City Council

## Annex II - List of regional/local initiatives reported in contributions

<b>German-speaking Community in Belgium/ Regional Economic Development Agency, BE</b>	
Stimulating Innovation	This project aims to help SMEs to become more innovative and strengthen their position on the marketplace. A consultancy has been set up that assists enterprises to introduce innovations, improve their working organisation and build up networks with research institutions and other partners. In addition, workshops and brokerage events are organised to support these networking activities.
<b>Barcelona Activa, ES</b>	
One-stop-shop for businesses	<p>A business advice office will be set up in Barcelona very shortly. The office will help SMEs to carry out the procedures required by the authorities to open businesses (currently in process of development).</p> <p><b>Website:</b>  <a href="http://w42.bcn.cat/web/en/noticies-i-premsa/noticies/actives/Business-Advice-Office-to-be-set-up-in-Barcelona.jsp">http://w42.bcn.cat/web/en/noticies-i-premsa/noticies/actives/Business-Advice-Office-to-be-set-up-in-Barcelona.jsp</a></p>
Blended model to support entrepreneurs at the Barcelona Activa Entrepreneurship Centre	The innovative blended model is based on offering universal support to entrepreneurs. The model combines online contents executive training for entrepreneurs and expert coaching in innovation environments to achieve a high critical mass, results and impact while ensuring cost efficiency.
Barcelona Creixement (Barcelona Growth)	<p><i>Barcelona Creixement</i> is devoted to overcoming the negative effects of the economic crisis and establishing the measures and policies to be implemented in order to lead the city towards economic growth. The initiative is structured into several round tables that help to frame specific measures.</p> <p><b>Website:</b>  <a href="http://www.w2.bcn.cat/creixement/en/grups-treball">www.w2.bcn.cat/creixement/en/grups-treball</a></p>

Entrepreneurship	<p>The programme aims to facilitate the creation of new businesses with growth potential and a future, with particular emphasis on the development of strategic sectors and entrepreneurship as an engine for social inclusion.</p> <p><b>Website:</b>  <a href="http://www.barcelonanetactiva.com/barcelonanetactiva/en/company-creation/index.jsp">http://www.barcelonanetactiva.com/barcelonanetactiva/en/company-creation/index.jsp</a></p>
Business Growth	<p>The programme aims to create the conditions to promote the sustained growth of innovative companies in the city through internationalisation, access to funding, cooperation and improving business strategy.</p> <p><b>Website:</b>  <a href="http://www.barcelonanetactiva.com/barcelonanetactiva/en/growth-and-consolidation/index.jsp">http://www.barcelonanetactiva.com/barcelonanetactiva/en/growth-and-consolidation/index.jsp</a></p>
<p><b>European Grouping for Territorial Cooperation Galicia - Norte Portugal (GNP-EGTC), ES</b></p>	
First Open Days – Local Event of the Galicia-Norte de Portugal Euroregion – Integrating Spaces – Cross-border challenges of Europe 2020	<p>The first OPEN DAYS aiming to raise awareness of European bodies regarding the need for cross-border and interregional cooperation, presentation of examples of good practice in strategic priorities and exchanging knowledge and experience.</p> <p><b>Website:</b>  <a href="http://www.gnpaect.eu/multimedia/adjuntos/1331303176.pdf">http://www.gnpaect.eu/multimedia/adjuntos/1331303176.pdf</a></p>
Workshop: "Mobility in the Euroregion Galicia-Norte de Portugal": Problems and Solutions	<p>This workshop involved defining strategic priorities for mobility and transport. Three priority projects in this area were developed in order to help resolve or minimise problems that the citizens of the Euroregion face.</p> <p><b>Website:</b>  <a href="http://www.gnpaect.eu/multimedia/adjuntos/1332841060.pdf">http://www.gnpaect.eu/multimedia/adjuntos/1332841060.pdf</a></p>
Business Angels: Informal investors in risk capital – business initiatives in the Euro-region Galicia-Norte de Portugal	<p>In December 2011, the EGTC Galicia-North Portugal organised a meeting for entrepreneurs and potential private investors of the Euroregion in Porto.</p> <p><b>Website:</b>  <a href="http://www.gnpaect.eu/multimedia/adjuntos/1332840740.pdf">http://www.gnpaect.eu/multimedia/adjuntos/1332840740.pdf</a></p>

<b>FAMCP (Aragones Federation of Municipalities Regions and Provinces), ES</b>	
Interreg IVC "SMART" + mini programme	The project is a programme for SME innovation and promotion, in which FAMCP is a lead partner and works with five other European regions.  <b>Website:</b> <a href="http://www.smartplusinnovations.eu">www.smartplusinnovations.eu</a>
<b>Instituto Galego de Promoción Económica (IGAPE), ES</b>	
IGAPE-ICO- Entidades budget line	Entrepreneurs and SMEs which promote investments using funding from one of the budget lines of the 2008 Business Promotion Programme of the Official Credit Institute (ICO) can obtain an additional subsidy from IGAPE.  <b>Website:</b> <a href="http://www.investingalicia.com/index.php?lang=en">http://www.investingalicia.com/index.php?lang=en</a>
2010 Re- Emprende Programme	IGAPE gives grants (co-financed by the European Regional Development Fund) to entrepreneurs who promote projects involving investments of between EUR 50 000 and 1 500 000.  <b>Website:</b> <a href="http://www.investingalicia.com/index.php?lang=en">http://www.investingalicia.com/index.php?lang=en</a>
Re-Invirte Ferrol facility	The <i>Re-Invirte Ferrol</i> facility gives financial support to SMEs in the sectors of hospitality, trade, tourism and services in the regions of Ferrol, Eume and Ortegal.  <b>Website:</b> <a href="http://www.investingalicia.com/index.php?lang=en">http://www.investingalicia.com/index.php?lang=en</a>
Re-Solve+ Programme	The Re-Solve+ programme offers subsidised and approved finance lines for the self-employed, micro-enterprises and businesses.  <b>Website:</b> <a href="http://www.investingalicia.com/index.php?lang=en">http://www.investingalicia.com/index.php?lang=en</a>
Re-Bote Programme	The Re-Bote Programme is a guarantee line to help SMEs and larger companies obtain access to additional operational financing. Funding is provided via credit lines, discounts, factoring and confirming.  <b>Website:</b> <a href="http://www.investingalicia.com/index.php?lang=en">http://www.investingalicia.com/index.php?lang=en</a>

Re-imaXina Programme	<p>The <i>Re-imaXina</i> programme provides a finance line to help Galician SMEs, entrepreneurs and micro-enterprises set up investment projects, both for the start-up of new businesses and to improve the competitiveness of existing businesses or companies.</p> <p><b>Website:</b>  <a href="http://www.investingalicia.com/index.php?lang=en">http://www.investingalicia.com/index.php?lang=en</a></p>
Innoempresa Programme	<p>The basic aim of the programme is to help Galician SMEs become more innovative and competitive by undertaking projects (individually or jointly) in the fields of business management, technology and organisation.</p>
Galicia Network of Enterprise Platforms for overseas business (PEXGA Network)	<p>The PEXGA Network is a joint initiative of the Confederation of Galician Entrepreneurs and IGAPE, designed to provide Galician businesses with high value-added services in the foreign trade field.</p> <p><b>Website:</b>  <a href="http://www.investingalicia.com/index.php?lang=en">http://www.investingalicia.com/index.php?lang=en</a></p>
<b>Murcia Region Development Agency, ES</b>	
Plan Emprendemos	<p>The Entrepreneurship Plan aims to foster the entrepreneurial attitudes and skills of young people and to make them aware of the possibility of starting a business, by integrating entrepreneurship into either school or university curricula.</p>
Project EJE	<p>This project focuses on Murcia's <b>secondary</b> schools to develop entrepreneurial spirit, team work and risk culture among students, while demonstrating how to start up a company.</p>
Project EME	<p>This initiative focuses on <b>primary</b> schools to develop entrepreneurial spirit, team work and risk culture among students, while demonstrating how to start up a company.</p>
Project FP Emprende	<p>This initiative focuses on the <b>Vocational Training system in the region</b> to develop entrepreneurial spirit, team work and risk culture among students, while demonstrating how to start up a company.</p>
Training schemes for entrepreneurs	<p>This initiative offers seminar and talks on subjects linked to entrepreneurship, such as entrepreneurial skills and attitudes. When possible, these are backed by regional entrepreneurs.</p>

Occupational training courses for the unemployed	Deals with the implementation of the regulatory framework to combat unemployment at regional level, via the Regional Ministry of Education, Training and Employment. "Enterprise and entrepreneurship" modules are incorporated within every occupational training qualification.
Business idea competitions	<p>Murcia organised several competitions during 2011, such as:</p> <ul style="list-style-type: none"> <li>▪ The "University entrepreneurs competition"</li> <li>▪ The fifth "Emprendedor XXI award"</li> <li>▪ "Yuzz.org", prize for IT companies</li> <li>▪ EmprendeGO", competition for innovative ideas promoted by young entrepreneurs</li> <li>▪ "FP Emprende award", vocational training on entrepreneurial skills</li> <li>▪ "Imagine on a different company" initiative and "Business in my school"</li> <li>▪ "Creces XXI award"</li> <li>▪ Fundación Repsol, "Entrepreneurs Fund"</li> </ul>
New support initiatives to be launched in 2012	<ul style="list-style-type: none"> <li>▪ "Entrepreneur of the month wanted" (premio "emprendedor del mes", sponsored by the regional government (INFO Murcia))</li> <li>▪ Crowdfunding CEEIM: risk capital fund for entrepreneurs to be officially settled and made available</li> </ul>
Pool of business intermediate organisations	<p>The pool properly supports the entrepreneurs in every stage of the start-up process and the business life cycle (creation, placement, access to funding, training and consolidation).</p> <ul style="list-style-type: none"> <li>▪ Regional network of incubators for female entrepreneurial initiatives</li> <li>▪ Regional network of local business incubators</li> <li>▪ CEEIs Programme: European Business Centres</li> <li>▪ Other recent investments: Technology Park and Science Park</li> <li>▪ First stop desk for entrepreneurs: "oficina del emprendedor", with the aim of offering access to basic information and signposting facilities to any entrepreneur in the region. The office aims to maximise the system's efficiency while guaranteeing services regarding continuity and coordination.</li> <li>▪ Social Entrepreneurship initiatives developed by AMUSAL, UCOMUR and other intermediate bodies</li> <li>▪ European SME Week 2011 organised in the framework</li> </ul>

	<p>of the national campaign "European SME Week 2011"</p> <ul style="list-style-type: none"> <li>▪ INFO-Expertia 2011 senior coaching</li> <li>▪ Soft Landing Club for entrepreneurs: placement available in EBN in the world</li> </ul>
Financial support for entrepreneurs	<p>These initiatives guarantee that every entrepreneur with a good idea obtains adequate funding irrespective of social background or past unsuccessful initiatives.</p> <ul style="list-style-type: none"> <li>▪ Financial programmes available for entrepreneurs over 2011 were Credits ENISA, Micro-credits 2011, Credits ICO, Credits NEOTEC</li> <li>▪ MURCIA-BAN: Business Angels Network</li> <li>▪ Venture capital Murcia-Emprende</li> <li>▪ "Quality seal" for entrepreneurial projects</li> </ul>
Ventanilla Única empresarial	One-stop-shop for companies and entrepreneurs.
Red PuntoPyme	Business information networks providing proximity services for companies and entrepreneurs.
Make public administrations responsive to SMEs' needs	<ul style="list-style-type: none"> <li>▪ e-Administración: simplifying regional administration "Mis trámites en internet"</li> <li>▪ On-line training platform Form@carm, training opportunities for entrepreneurs, the unemployed and employees</li> <li>▪ "INFO-Directo project"</li> <li>▪ Reducing the time and costs involved in setting-up a company: New PAIT service</li> </ul>
Facilitate SMEs' participation in public procurement and better use of State Aid possibilities for SMEs	<p>The aim is to facilitate SME participation in the most widespread SME-friendly measures in this area by facilitating access to information through centralised websites, interactive web pages, and other e-procurement developments.</p> <ul style="list-style-type: none"> <li>▪ Regional Consultative Body for Public Procurement issues</li> <li>▪ "E-Portals for tendering / grants procedures"</li> <li>▪ "Oportunidades de Negocio": linking SMEs with large companies for good &amp; services procurement</li> </ul>
Facilitate SMEs' access to finance and develop a legal and business environment supportive to timely payments in commercial	<p>Improving SME access to finance crucial for public administrations with competences in SME support, especially in today's difficult socio-economic conditions.</p> <ul style="list-style-type: none"> <li>▪ Línea Ágil ICREF – SMEs" over 2011</li> <li>▪ MURCIA-BAN: Business Angels Network</li> <li>▪ Regional Guarantee scheme UNDEMUR</li> <li>▪ Venture capital Murcia-Emprende</li> </ul>

transactions	
Help SMEs to benefit more from the opportunities offered by the Single Market	<ul style="list-style-type: none"> <li>▪ Cecarm service: enabling e-commerce and e-signature opportunities in the internal market.</li> <li>▪ PERAL Service: protection of intellectual property rights, trade marks, patents, etc.</li> </ul>
Initiatives to upgrade labour skills	<ul style="list-style-type: none"> <li>▪ Vocational training schemes</li> <li>▪ Network of business intermediate bodies organising training campaigns for the employed and working staff</li> <li>▪ On-line training platform Form@carm</li> </ul>
Services to improve innovation in the productive sector	<ul style="list-style-type: none"> <li>▪ Science, Technology and Innovation Plan</li> <li>▪ Industrial Plan</li> <li>▪ Facilitating access to RDT+I to companies: Pyme + i service</li> <li>▪ DirecTTO, regional technology marketplace</li> <li>▪ Intellectual property rights: PERAL service</li> <li>▪ Technological centres - adaption to new market demands (CITEM)</li> <li>▪ Easing access to business R&amp;D projects: PIDI service</li> <li>▪ Cluster promotion strategy</li> </ul>
"Sustainability based" business models	<ul style="list-style-type: none"> <li>▪ Club of regional companies in the environmental sector</li> <li>▪ Club of regional companies accredited with the EU label EMAS,</li> <li>▪ Observatory of Business sustainability</li> <li>▪ Self energy diagnosis for companies on the net</li> <li>▪ "Creative Science Olympics"</li> <li>▪ Annual Science and Technology Week, organised by Seneca Foundation</li> </ul>
"Plan de Promoción Exterior" (Internationalisation Plan)	<p>Regional authorities must make an effort to shift SMEs from a local market to a global one so as to exploit new emerging and growing opportunities. The Plan de Promoción Exterior is based on activities dealing with:</p> <ul style="list-style-type: none"> <li>▪ Information</li> <li>▪ Foreign Promotion</li> <li>▪ Business Promotion Network: Red de Promotores de Negocio</li> <li>▪ Training</li> <li>▪ International calls for tender</li> <li>▪ Integral Internationalisation Plan for agricultural technology</li> </ul> <p>MARE NOSTRUM Campus</p>
<b>Parlament de Catalunya (Generalitat de Catalunya), ES</b>	

Action Plan for Industry and Business 2012-2014	The Action Plan for Industry and Business 2012-2014 aims to advance the transformation of the industrial model and economic recovery and is geared especially to SMEs.
Strategic Agreement for internationalisation, job quality and competitiveness of the Catalan economy (2008-2011)	The programme aimed to meet the needs of SMEs. It ended in 2011 and has been picked up in the Catalunya Strategy 2020 (ECAT 2020). The Catalan government approved the base document for ECAT2020 on April 10 2012 and will start a further dialogue with economic and social stakeholders in spring 2012.
Barcelona Mobile World Capital (part of the Action Plan)	The objective of this measure is to make Barcelona a city leader in innovative information technologies and communication technologies (ICT) and attract investment in this area.
Sustainable Mobility (part of the Action Plan)	The objective of this measure is to convert Catalonia into a region of international importance in terms of design, manufacture and implementation of integrated sustainable mobility solutions and lead the worldwide markets.

<b>Province of Rome, IT</b>	
Provincia Creativa (Creative Province)	<p>This platform provides information on the Province's activity in the creative industries. The programme provides: a) grants for start-ups in this sector; (b) initiatives to disseminate creativity values among different stakeholders; (c) publications and events in connection with this specific economic sector.</p> <p><b>Website:</b>  <a href="http://www.romaprovinciacreativa.it">www.romaprovinciacreativa.it</a></p>
Officina Innovazione (Innovation office)	<p>Officina Innovazione offers several services for SMEs (e.g. technology check-ups to identify innovation needs and innovative solutions, call scouting, partner searches for the submission of project proposals, contacts between venture capital/business angel funds and innovative companies and start-ups).</p> <p><b>Website:</b>  <a href="http://www.officinadellinnovazione.it">www.officinadellinnovazione.it</a></p>
Porta Futuro	<p>Porta Futuro is an innovative job centre created in 2011 offering several services to match the demand and supply of labour; in addition to initiatives specifically targeted at individuals (training, career guidance, career and recruitment days, etc.), it offers personnel search and pre-selection services for enterprises looking for new employees.</p> <p><b>Website:</b>  <a href="http://www.portafuturo.it">www.portafuturo.it</a></p>
Provincia WiFi	<p>The Provincia WIFI project provides free wireless internet access for citizens and private tourism/commercial operators. The wide use of mobile phones and the development of metropolitan WIFI-networks allow the Province to deliver new services or to adapt existing e-services to bring them closer to citizens or workers on the move.</p> <p><b>Website:</b>  <a href="http://www.provincia.roma.it/percorsitematici/innovazione-tecnologica/progetti/4035">http://www.provincia.roma.it/percorsitematici/innovazione-tecnologica/progetti/4035</a></p>

<b>Regione Lombardia (Lombardy Region), IT</b>	
Competitiveness Plan 2012	The Competitiveness Plan 2012 aims to promote the competitiveness of firms in the Lombardy region through targeted measures and promotes internationalisation of the regional production fabric, R&D, patenting, access to credit, and enterprise networks in the field of trade, tourism and services.
Pacchetto fiducia (Trust Plan)	The "Pacchetto fiducia" (trust plan) was launched to indicate the beginning of a new phase. The package gives strong attention to innovation, energy efficiency and environmental sustainability.
<b>Region Syddanmark - Syddansk Vækstforum, DK</b>	
South Denmark Growth Fund	The economic crisis has meant that young SMEs find it difficult to access venture capital. To counter that problem, the South Denmark Growth Forum set up a South Denmark Growth Fund in early 2012, with a total capital of DKK 95 million, designed to foster business. The fund will invest in entrepreneurial companies operating in the field of welfare technology and also provide facilitating loans for entrepreneurial enterprises in the region's outlying areas.
Business Development Strategy 2012-2020	A number of the projects backed by South Denmark Growth Forum have focused on improving access to foreign markets which is one of the objectives of the region's Business Development Strategy 2012-2020.
<b>City of Eindhoven, NL</b>	
Brainport 2020	<p>The initiative aims to help to make the Dutch economy one of the world's top five economies. The strength of the region lies in High Tech Systems &amp; Materials, Food, Automotive, Lifetec and Design. The Brainport 2020 challenge is designed to strengthen the existing top Clusters and search for new sustainable markets.</p> <p><b>Website:</b>  <a href="http://www.brainport.nl/en/">http://www.brainport.nl/en/</a></p>

<b>Instytucja Otoczenia Nauki i Biznesu (Institution supporting Academia and Business) Gdańsk, PL</b>	
Gdańsk Science and Technology Park (GSTP) – Phase III (2007-2013)	<p>The GSTP is a complex of office production technology that provides the best conditions for the location of R&amp;D laboratories and high-tech firms in industries such as information technology and telecommunications, functional materials and nanotechnology, environmental protection and biotechnology, food chemistry and drugs. The project enables investors to support regional economic development in technology research and development activities.</p> <p><b>Website:</b>  <a href="http://www.gpnt.pl/en.html">http://www.gpnt.pl/en.html</a></p>
Equipping the Gdańsk Science - Technology Park with a modern technical infrastructure	<p>As a part of the GSTP project, various infrastructural investments have been completed (e.g. equipping a computer lab, equipping the Education Centre "EduPark", etc.)</p>
Preventing and combating organised crime and terrorism in the context of safe, accelerated and sustainable socio-economic development	<p>This project is aimed at developing an energy security policy. The GSTP made a sociological study on the opinion of the inhabitants of the country regarding plans to establish a nuclear power plant. In the planning phase there is an information campaign as well as meetings and conferences with the participation of scientists, government authorities and investors.</p>
Laboratory of Bio-fuels and Micro-energetic Solutions	<p>The project consists of a unique platform serving as an interface for science, industry and education. The researchers, thanks to modern research apparatus, will have the tools to conduct advanced research. The laboratory will do research in various areas in the field of biofuels and micro-energetic solutions (e.g. production of fuels from biomass and waste).</p>

<p>Submariner - Sustainable use of resources in the Baltic Sea</p>	<p>Its main goal is to apply the latest technological and scientific achievements to solve current environmental issues of the Baltic Sea. These activities are aimed at protecting the Baltic Sea from the irreversible ecological effects resulting from many years of lack of proper environmental protection. The project involves 19 partners from the following countries: Poland, Germany, Finland, Lithuania, Estonia, Latvia, Denmark and Sweden.</p>
<p>Project "Diske"</p>	<p>The aim of the project is cooperation within the triple-helix model of technology parks, local authorities, academia and business in the Baltic region through exchange of knowledge and experience concerning functioning and management of parks and incubators. Project activities are expected to improve competitiveness in the SME sector and to strengthen the economic potential of the Baltic Sea Region countries.</p>
<p>Project "Science + Partnership + Innovation = The way to do business"</p>	<p>The major objectives of the project included: development of business skills; promotion of entrepreneurship through the formation of attitudes supporting entrepreneurship; encouraging young scientists to run their own businesses. A key element of the programme was a series of specialised training sessions on setting up new businesses (course lasted from February to June 2010).</p>
<p>Strengthening the scientific cooperation of the Medical University of Gdańsk (MUG) with regional and supra-regional economic entities and the development of academic entrepreneurship in the MUG</p>	<p>In collaboration with MUG and Gdynia Innovation Centre, the GSTP conducted a project aimed at developing the regional network of knowledge and technology transfer for medicine, pharmacy and biotechnology.</p>
<p>Partnership for entrepreneurship of people employed in the shipbuilding industry</p>	<p>The partnership project targeted former workers of the shipbuilding industry and the companies related to this industry. Thanks to investment subsidies, 67 new micro companies were established in the Pomerania region.</p>

<b>Marshall Office of the Wielkopolska Region, PL</b>	
Investor and Exporter Service Centre (IAC)	The purpose of IAC is to support an increase in the level of internationalisation of Polish companies and entrepreneurs by facilitating access to comprehensive, high quality information and free services necessary for the planning, organisation and implementation of exports and investments outside Polish borders. IAC activities also aim to increase the level of foreign investment in the region.
Support for the realm of science and businesses	The project supports initiatives for SMEs and cluster initiatives with the funding of specialised research and technology consultancy, as well as brokerage services, innovation, coaching, internships and training for research workers in enterprises of scientific institutions.
Action Plan for Employment in the Wielkopolska Region	The Action Plan contains guidelines for rational use of human capital of the region. The plan includes actions taken by local government and other institutions/organisations involved in shaping the labour market.
Polish Western Development Strategy	The strategy was created under the agreement of local governments of five provinces to promote the development of networks of scientific and technological centres and universities and developing other elements of the knowledge economy.
Wielkopolska Regional Operational Programme 2007-2013	The programme intends to subsidise the activities of the SME sector. The following measures are planned: "Development of micro-enterprises", "Supporting SME development", "Development of the financial instruments to support entrepreneurship", etc.
<b>Municipality of Tczew, PL</b>	
House of Entrepreneurs	The Urban District of Tczew has carried out a project with support from ERDF funds to set up a small entrepreneurship incubator and a support centre for small businesses. The incubator accommodates small firms which hire space at preferential rates, receiving training and advertising. Training courses are held which are open to all those interested, involving experts providing advice on matters relating to entrepreneurial activity. Competitions have been held for the best craft firm and the most innovative firm in the district to showcase people who have been adopting best practice and achieving success.

<b>Sveriges kommuner och Landsting (Swedish Association of Local Authorities and Regions), SE</b>	
Insikt 2013	<p>The SKL uses surveys and statistics to compile a customer satisfaction ranking that gives local authorities a useful tool for working on local amenities for businesses.</p> <p><b>Website:</b>  <a href="http://www.skl.se/vi_arbetar_med/tillvaxt_och_samhallsbyggnad/foretagsklimat/insikt">http://www.skl.se/vi_arbetar_med/tillvaxt_och_samhallsbyggnad/foretagsklimat/insikt</a></p>
Förenkla - helt enkelt	<p>The SKL provides training so that local authorities can provide a better service and better understand conditions for businesses. The initiative provides an education for communities that want to improve their business contacts.</p> <p><b>Website:</b>  <a href="http://www.skl.se/vi_arbetar_med/tillvaxt_och_samhallsbyggnad/foretagsklimat/forenkla_1">http://www.skl.se/vi_arbetar_med/tillvaxt_och_samhallsbyggnad/foretagsklimat/forenkla_1</a></p>
<b>Moravian-Silesian Region, SK</b>	
Regional Innovation Strategy (RIS)	<p>The RIS includes specific objectives and innovation instruments originating from the Europe 2020 strategy to acquire a sophisticated portfolio of progressive innovation instruments and open the possibility to acquire resources from the Structural Funds and other EU programmes in the next programming period.</p>
<b>Trenčín Region, SK</b>	
Regional Innovation Centre	<p>The Trenčín Region has put forward this project that tackles SME development (training centre for SMEs, coordination of innovation activities in the region, etc.). The project has not yet been approved because of lack of consensus among the relevant managing authorities/ministries.</p>
<b>Glasgow City Council, UK</b>	
Digital Enterprise Quarter	<p>The Digital Media Quarter on the Clyde waterfront assists companies in the digital media sector, which is a growing sector in the Glasgow economy.</p>
Digital Enterprise Glasgow scheme	<p>The Digital Enterprise Glasgow scheme offers free office space and business support to young entrepreneurs in partnership with the universities and colleges in Glasgow as well as Creative Scotland.</p>

Creative Clyde	<p>Creative Clyde is a business hub that offers office space and support to creative industries companies with the aim of delivering wealth and jobs for the Glasgow and Scottish economy.</p> <p><b>Website:</b>  <a href="http://www.creativeclyde.com/">http://www.creativeclyde.com/</a></p>
Scottish Enterprise	<p>Scottish Enterprise offers business support and growth advice for new and existing companies in the city area.</p> <p><b>Website:</b>  <a href="http://www.scottish-enterprise.com/">http://www.scottish-enterprise.com/</a></p>
Shell LiveWire	<p>Shell LiveWire offers business support for young entrepreneurs aged 16-30.</p> <p><b>Website:</b>  <a href="http://www.shell-livewire.org/">http://www.shell-livewire.org/</a></p>
Prince's Scottish Youth Business Trust (PSYBT)	<p>PSYBT gives start-up advice and offers support and funding for young people aged 18-25.</p> <p><b>Website:</b>  <a href="http://www.psybt.org.uk/">http://www.psybt.org.uk/</a></p>
Supplier Development Programme	<p>The Supplier Development Programme is a partnership programme to enhance the skills of local SME companies to grow through access to growing business opportunities in the public sector both at home and overseas through access to OJEU contracts and the UN.</p> <p><b>Websites:</b>  <a href="http://www.sdpscotland.co.uk">www.sdpscotland.co.uk</a>  <a href="http://www.glasgow.gov.uk/businessportal">www.glasgow.gov.uk/businessportal</a></p>
Business Gateway Glasgow	<p>Business Gateway offers practical help, advice and support for new and growing businesses, especially for women, black minority ethnic groups, disabled entrepreneurs and young people who all have previously encountered barriers in the process of setting up in business.</p> <p><b>Website:</b>  <a href="http://www.glasgow.gov.uk/en/Business/Businesssupport/LocalInitiatives/businessgateway.htm">http://www.glasgow.gov.uk/en/Business/Businesssupport/LocalInitiatives/businessgateway.htm</a></p>

<p>Local Regeneration Agencies</p>	<p>Local Regeneration Agencies provide a range of services from employment and training to business support for individuals and companies. The programmes delivered by LRAs are tailored to the local economic situation in Glasgow's most disadvantaged areas, playing an integral part in the regeneration and physical development of their area.</p> <p><b>Website:</b>  <a href="http://www.glasgow.gov.uk/en/Business/Businesssupport/LocalInitiatives/Localregenerationagencies.htm">http://www.glasgow.gov.uk/en/Business/Businesssupport/LocalInitiatives/Localregenerationagencies.htm</a></p>
<p>Glasgow Works</p>	<p>Glasgow Works aims to effect a reduction in the number of jobless residents in Glasgow. It focuses especially on members of disadvantaged groups looking for employment (over 50's, young people and members of ethnic minority communities) and aims to create the right conditions for large numbers of people to engage with employability services.</p>
<p>Glasgow Supported Employment Service</p>	<p>The service is aimed at people who have learning disabilities and want to find a full-time job. It is a service for adults from age 16 who have a learning disability, live in Glasgow City and want to work over 16 hours per week.</p> <p><b>Website:</b>  <a href="http://www.glasgow.gov.uk/en/Residents/Care_Support/LearningDisabilities/SupportedEmployment/">http://www.glasgow.gov.uk/en/Residents/Care_Support/LearningDisabilities/SupportedEmployment/</a></p>
<p>Scottish Business Portal Programme (SBPP)</p>	<p>The SBPP is focused on bringing together all the information, tools and advice people are looking for to start up, run, grow or improve their business in one place. It aims at changing the way businesses interact with government and the public sector and is an opportunity to drive increased alignment and efficiencies across Scotland's different partner organisations.</p> <p><b>Website:</b>  <a href="http://www.bgateway.com">www.bgateway.com</a></p>

<b>Preston City Council (PCC), UK</b>	
Procurement processes and procedures -10-day payment scheme	Preston City Council (PCC) has reviewed and amended its procurement policies, to make them simpler and encourage SMEs to apply to provide services for the local authority. PCC (along with other local authorities) has introduced a 10-day payment scheme for its suppliers, where it undertakes to pay suppliers within 10 days of being invoiced. This is aimed at helping enterprises, particularly SMEs with their cash flow. PCC is also working with partners to support new business growth.