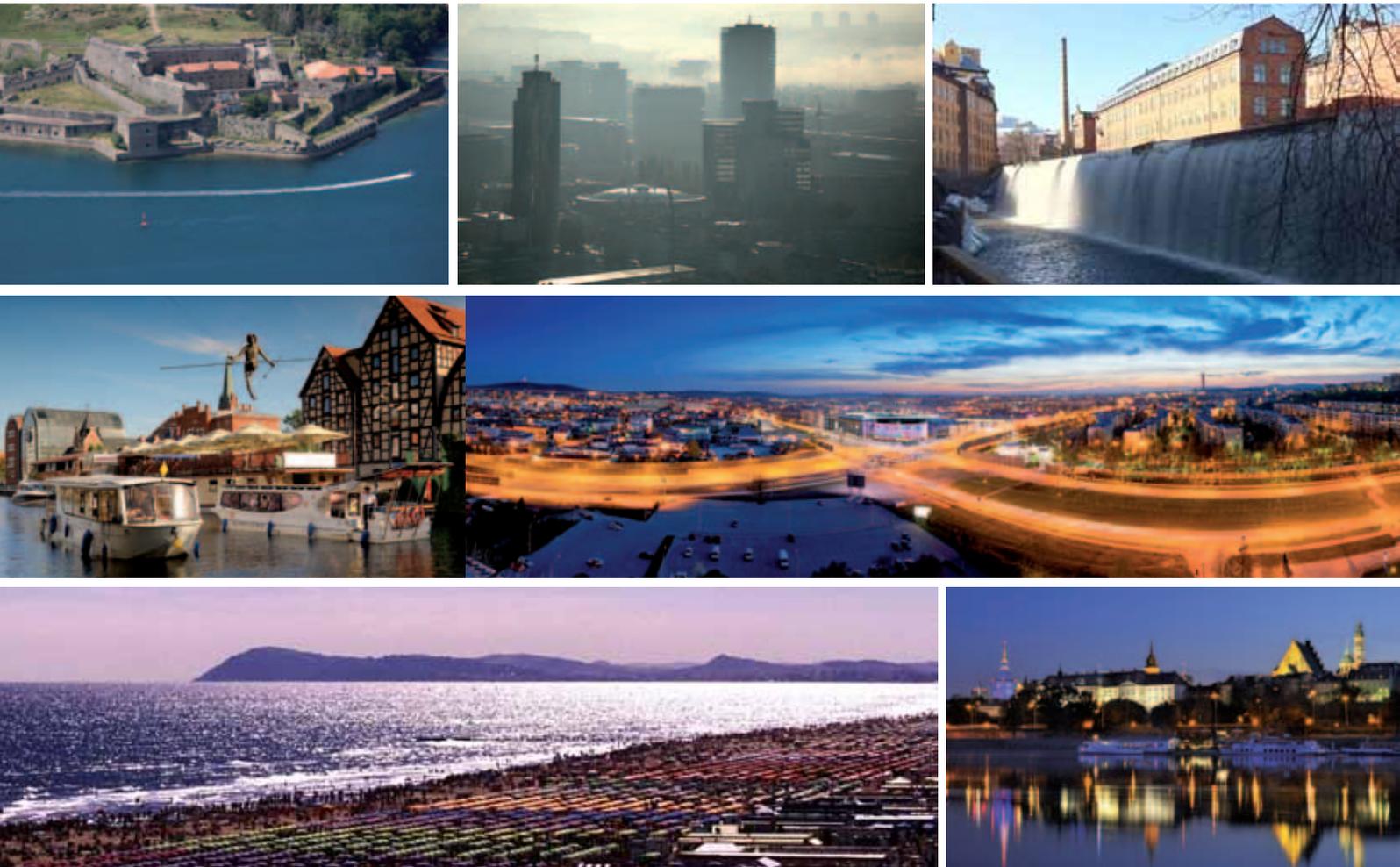




# PROJECT

„EUROPEAN CITIES NETWORK FOR BUSINESS FRIENDLY ENVIRONMENT”



## RECOMMENDATIONS FOR MORE EFFECTIVE APPROACH IN CREATING BUSINESS FRIENDLY ENVIRONMENT



With the support of the  
Europe for Citizens programme  
of the European Union



CITY OF WARSAW





This publication is developed within the project “European cities network for business friendly environment”. It represents the final outcome of the project based on the best practice exchanged and results of the activities implemented during the project.

Authors of this publication are representatives of partner cities public administrations. Publication was developed with the support of city administrations and other institutions and organizations of the partner cities.

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(The photos of the City of Zagreb are property of Zagreb Tourist Board)



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# 1. ABOUT THE PROJECT

Two European capitals and five European mid - size and smaller cities, from five different EU countries, despite their differences in size, number of inhabitants, cultural and historical diversity, **have identified unfavourable entrepreneurship climate as a common problem** which is to be discussed on the EU level. In all cities **it is evident that citizens are reluctant to start a business**, mostly due to common inherited tradition of being employed rather than employer, low self-esteem within unemployed persons, inadequacy of their skills and competencies with current market needs, low level of managerial skills and the lack of effective entrepreneurship support system.

The national and local environments for business start-up are very different, but the **entrepreneurship climate depends on a first place on society's recognition of entrepreneurs as a generator of employment and economic prosperity.**

According to the European Commission's policy agenda for SMEs "Small Business Act for Europe", general climate in society should lead individuals to consider the option of starting their own business as attractive and should create an environment within which entrepreneurs and family businesses can thrive and entrepreneurship is rewarded.

## THE PROJECT AIMS TO:

1. **Exchange needs and to transfer know-how in supporting entrepreneurship** on the European level;
2. Develop guidelines and **recommendations** for creating **more favourable climate** for entrepreneurship;
3. Create **long lasting cooperation** between twinned cities on this specific subject among different stakeholders.

## Representatives of:

1. City administrations responsible for economic development & entrepreneurship
2. Local/regional development agencies;
3. Technological parks
4. Centres for entrepreneurship
5. Associations of employers
6. Labour offices
7. NGOs dealing with entrepreneurship
8. Chambers of economy
9. Entrepreneurs



The network of seven European cities participating in the project arisen from the common need for more effective approach in **promotion and support of entrepreneurship** in order to create more favourable entrepreneurship climate. Unemployment is a growing problem in whole of Europe and decreasing number of entrepreneurs, whether medium, small or family businesses additionally increase economic crises we are facing. None of the national and local economy is immune to the global changes; therefore solutions are to be found not at the national or local, but European level.

Project objective will be achieved within **4 international events** which includes seminars, workshops, study visits, final conference and two local events in each participating city/ municipality, all followed by the pre-project situation research as local assignments.

#### **Within the project representatives of the target group are enabled to:**

1. Exchange best practice in the field of promotion of entrepreneurship with relevant stakeholders from different EU cities
2. Disseminate lessons learned locally and validate their practical use with broader network of local stakeholders
3. Work together with experts from the field from different European cities in development of common solutions for creation of more favourable climate for entrepreneurship on European level
4. Create closer ties with other European cities

Added value of the project is manifested within diversity not only in geographical terms, but in terms of historical and economical background of participating countries. **Post-socialistic countries will have opportunity to exchange experience with countries having a long tradition of free market and private sector** and at the same time newer EU Member Countries will learn from the older ones.

## 2. PARTNER CITIES



### 2.1 CITY OF ZAGREB

City / Region / Country.....	Zagreb / Republic of Croatia
Number of inhabitants .....	790.017
Unemployment rate .....	10,8 (2013)
Average gross salary in EUR.....	1.277
Number of entrepreneurs - SME's .....	32.023 (2012)

City of Zagreb is the **capital of the Republic of Croatia** and with 790.017 inhabitants it is the largest urban area in the country. The wider Zagreb metropolitan area includes the City of Zagreb and the separate Zagreb County, bringing the total metropolitan area population up to 1,110,517. With a superb geostrategic position on the intersection of important routes between the Adriatic coast and Central Europe, City of Zagreb has been for centuries a focal point of **culture and science**, and now of **commerce and industry** as well.

As a **political, educational and administrative centre** of the country, City of Zagreb concentrates **modern high-tech** and **research and development activities** and sectors. Due to developed network of educational and research institutions, supportive **business infrastructure** and **city administration** and **high quality and productive labour force**, City of Zagreb today **represents a stimulating business environment** where new companies set their businesses and existing ones grows.

#### Identified obstacles in stimulating business start-ups:

- > Lack of information and knowledge about business start up
- > Lack of initial financial resources for business start up
- > Inflexible and difficult access to financial resources needful to start business and lack of loan insurance instruments
- > Fiscal burdens that disable beginners in entrepreneurship to achieve positive outcomes
- > Current unfavourable economic situation and reduced public consumption

## AVERAGE TIME TO START-UP A PRIVATE LIMITED COMPANY (LTD), IN DAYS

7- 10 days

## COST TO START-UP A PRIVATE LIMITED COMPANY (LTD) (IN EUR)

100 – 700 EUR

The minimum share capital to start a private limited company (Limited Liability Company - LLC) is 2 360 EUR (20 000 kn) or for the simplified LLC 1.3 EUR (10 kn)

ESTABLISHING LIMITED  
LIABILITY COMPANY IN  
CROATIA

## STEPS NECESSARY TO TAKE FOR LICENSING AND SETTING UP A LTD. COMPANY

### STEP 1 - COMPANY NAME AVAILABILITY CHECK

First you must choose a name for your company. The staff of HITRO.HR service can help you check the register to find out whether a company by the chosen or similar name already exists. Therefore, in addition to the selected company names it is recommended to prepare alternative names. After checking the names of companies, HITRO.HR will refer you to make a reservation for the company name. When checking the name for your company, use the court registry website <http://sudreg.pravosudje.hr>.

### STEP 2 - PUBLIC NOTARY

Documents necessary for company registration must be sealed by the Public notary. When paying a visit to a public notary, take your ID card or passport (required if you are a foreign national) with you. All founders and other persons whose signatures are to be verified must be present. For foreign national who don't speak Croatian there must be court interpreter for the language present

### STEP 3 - PAYMENT OF FEES AND SUBMISSION OF DOCUMENTS

Registration documentation sealed by the Public notary can be submitted to the HITRO.HR. HITRO.HR can deliver documents for court registration and the National Bureau of Statistics for you. You can make the payment of court fees and the initial capital at HITRO.HR. At the HITRO.HR counter you will receive an RPS Form which you will have to fill out in order to obtain Registration by sector from the National Bureau of Statistics. All required forms and payment slips are available at HITRO.HR counters free of charge. Their staff will deliver and collect documents for you from the Court registry and National Bureau of Statistics. Once the registration is approved HITRO.HR staff will contact you in order to take over the incorporation documents.

### STEP 4 - COMPANY'S SEAL MAKING AND OPENING OF AN ACCOUNT

After registration is completed your company needs to make an official stamp and open a business account so that the initial capital could be transferred into your company account. You can also arrange the making of an official company stamp at HITRO.HR.



## 2.1 CITY OF KIELCE

City / Region / Country.....	Kielce / Swietokrzyskie/ Poland
Number of inhabitants .....	199 870 (XII 2013)
Unemployment rate (01/2014).....	11,4%
Average gross salary in EUR (01/2014).....	830 EUR
Number of entrepreneurs - SME's (03/2014).....	28. 309

Kielce's population stands at about 200,000, with more than 40% of these being 29 years old or younger. The population and therefore labour force is quite young, meaning there is a certain level of flexibility and mobility, as well as a broader array of skills, from which potential employers and investors can choose. There is a relatively high rate of unemployment, making it an employer's market.

The entire Świętokrzyskie Region is home to a population of 1,289,400, of which almost half live in rural areas.

The City seized the opportunity for a civilization leap offered by the membership of Poland in the European Union. Entrepreneurs as well as citizens agree that thanks to the major investment in Kielce stimulated by the European Union funds, **the quality of life and climate for business improved significantly in recent years.**

The city authorities have new ideas how to activate Kielce and neighboring counties economically to create coherent functional area.

The people of Kielce like their city – as it appears from the reports of the investors looking for the employees or the sales market right here. This is a result of various factors including the readiness of authorities to finance initiatives crucial for the level of life quality. As for the investments important for the citizens it is worth mentioning: the project of revitalization of historic Kielce Downtown, development of the public transportation system or the investments aimed at environmental protection (including modernisation of waste treatment plant worth 250 million PLN).



## 2.3 WARSAW

City / Region / Country.....	Warsaw/ Mazovian Voivodeship/ Poland
Number of inhabitants .....	1,717 mln
Unemployment rate (01/2014).....	4,8%
Average gross salary in EUR (01/2014).....	1315 EUR
Number of entrepreneurs - SME's (03/2014).....	493,3k – in Mazovian Voivodeship

Warsaw is **capital and the largest city in Poland**. It is located in Mazovia region in center of Poland, on the river – Vistula. Warsaw covers an area of 517.24 square kilometers. It has a population of 1.7 million (above 3 mln throughout the metropolitan).

Warsaw is also known as the “phoenix city” because it has survived so many wars throughout its history. Most notably, the city had to be painstakingly rebuilt after the extensive damage it suffered in World War II, during which 85% of its buildings were destroyed.

Now Warsaw is **the CEE's biggest financial and economic hub** and **Poland's premiere destination for investors**. Its GDP per capita is three times higher than the Polish average and the purchasing power of its inhabitants dwarfs that of most other Polish cities, **providing investors with a substantial local consumer market**. Most of foreign companies have seat or representation in Warsaw.

Warsaw has **young and highly motivated and skilled workforce**. Key industries include **insurance, telecommunications, pharmaceuticals, construction and food processing, direct outsourcing, shared service and IT**.

Now Warsaw is also the **largest academic center and most important destination for R&D in the country**. There are many medic, law, economic and others universities. In Warsaw work over 14 000 academic professors, there is 642 science and research institutes. Mazovia region is a leader in technical sciences teaching.



## 2.4 BYDGOSZCZ

City / Region / Country.....	Bydgoszcz/Kujawsko-Pomorskie/Poland
Number of inhabitants .....	359.428
Unemployment rate (07/2014).....	8,0 %
Average gross salary in EUR (03/2014).....	827
Number of entrepreneurs - SME's (03/2014).....	43.420

Bydgoszcz is also a city **with a friendly business environment**. There are numerous associating businesses within the area of Bydgoszcz. It is also an **expanded banking sector** with resilient financial, insurance and property market, chambers of commerce and economic associations. Bydgoszcz is also a home for the Bydgoszcz Industrial, IT and Aviation Cluster.

Bydgoszcz has one of the newest **and largest industrial-technological parks** in the country. Bydgoszcz Industrial-Technological Park is a **significant element of local economy**. It covers an area of 283 hectares and offers approximately 100 hectares for service, production and High-Tech industry purposes. At the moment, 57 institutions are running their business in BPPT.

Citizens of Bydgoszcz are **reluctant to start a business**, mostly due to common inherited tradition of being employed rather than employer and inadequacy of their skills and competencies with current market needs. To improve the situation the city acquires more and more funds for starting a business. In addition, many institutions in the city are conducive to entrepreneurship, which will improve the situation on the local labor market.

In order to secure constant development City of Bydgoszcz offers diverse domestic and foreign investment opportunities:

- has great location in the central Poland, where important roads and railway lines meet, allowing easy connection with Warsaw, the Tricity (Gdańsk-Sopot-Gdynia) and Poznań
- is a home for around 40 000 students (almost half of all the students in the region) from 2 universities and 13 other academies and colleges, from which around 12 000 graduate each year; they study at such faculties, as medicine, engineering, economy, languages and many other,
- created attractive investment opportunities and conditions, such as lower than in other major Polish cities labor costs, as well as great spaces for offices and properties,
- has diversified economy where domestic and foreign companies from various areas can cooperate and adapt to constantly changing market conditions,
- is a place with high life standard, because of attractive prices of properties, diverse cultural, entertainment or music and sports events, as well as great sport facilities, such as golf course or a ski slope

**AVERAGE TIME TO START-UP A PRIVATE LIMITED COMPANY (LTD), IN DAYS**

**32 DAYS  
OR  
1 DAY = 24 HOURS IF THE  
COMPANY IS ESTABLISHED  
VIA INTERNET**

**ESTABLISHING LIMITED LIABILITY  
COMPANY IN POLAND**

**COST TO START-UP A PRIVATE LIMITED COMPANY (LTD)  
(IN EUR)**

The minimum share capital to start a private limited company (Limited Liability Company - LLC) is 5 000 PLN = 1 196 EUR.  
The registration fee is 600 PLN = 144 EUR if the company is established via Internet.  
It is possible to register the LLC with the help of a notary, but the registration cost will need to include the notary fee of 120 – 240 or more.

**Summary of procedures for starting a business in Poland (Ltd.) - and the time and cost:**

Procedures (number) – 4  
Time (days) - 30.0  
Cost (% of income per capita) - 14.3%  
Paid-in Min.. Capital (% of income per capita) - 12.6%

**1) notarize company agreement:**

a) time to complete: 1 day;  
b) *associated costs: notarial fee is approximately 243 EUR + 0.4% of the amount of share capital over approximately 14.423 EUR (+ 23% VAT); additionally 0.5% civil law transactions tax;*

**2) deposit paid-in capital at the bank:**

a) time to complete: 1 day;  
b) *associated costs: no charge;*

**3) file at National Court Register for company registration, the statistical number – REGON, tax identification number – NIP, Statistical Office and entry in the Social Insurance Office (Zakład Ubezpieczeń Społecznych) – ZUS:**

a) time to complete: 4 weeks;  
b) *associated costs: approximately 120 EUR for registration and approximately 24 EUR for publication (National Court Register);*

**4) register for VAT**, the company must register for VAT by the date when the company carries out VAT-covered business activities for the first time. The registration must be submitted with the Tax Office. The company must provide information on (1) its business name and legal form; (2) the REGON (statistical number); (3) start date for its business activities; and (4) the address of its registered office:

a) time to complete: 1 day (simultaneous with procedure 3);  
b) *associated costs: approximately 41EUR.*



## 2.5 FERROL

City / Region / Country.....	Ferrol / Galicia / Spain
Number of inhabitants (01/2014) .....	70.874
Unemployment rate (07/2014).....	33%
Average gross salary in EUR (03/2014).....	In the region of Galicia for 2012: 17737€/year

**Ferrol is one of Galicia’s (North-western region of Spain) major urban centres, located in the north-western corner of the Iberian Peninsula, its inlet is an essential port of call on oceanic routes.**

Thanks to its position facing the Atlantic, the city enjoys an oceanic climate, with mild annual temperatures and moderately abundant rainfall levels. Lying on the northern shore of a large and tranquil inlet, protected by the Ventoso and Faro hills, it is sheltered from the dominant winds and gales. These excellent natural conditions, together with a gently rolling landscape and highly fertile lands, explain why this site has been occupied by settlers since ancient times.

This also explains why the inlet of Ferrol was designated as the site for the Maritime Capital of the Northwest, due to its matchless geographical and strategic characteristics. A Royal Order dated 1726 would determine the destiny of this town, which ever since has been inextricably linked to the changing fortunes of the shipbuilding sector and complex State decisions.

Ferrol was to become one of Galicia’s first industrial cities. In 1751 the first vessel was launched, marking the start of an area of activity that stretches back over two hundred and fifty years and which still continues today: the state-owned company Navantia boasts one of the best equipped shipyards in the world for the building of warships and is the city’s major industry.

### **Current economic situation.**

The high dependence of the shipbuilding industry greatly affects the local economy. It also has a negative influence on the motivation for self-employment in the area. It is necessary to encourage entrepreneurship while promoting economic diversification. There is also a lack of industrial ground, a lack of educational plans that include promotion of entrepreneurship, complex bureaucracy, and lack of strong structures to support entrepreneurs.



**AVERAGE TIME TO START-UP A PRIVATE LIMITED COMPANY (LTD), IN DAYS**

**30 days**

**COST TO START-UP A PRIVATE LIMITED COMPANY (LTD) (IN EUR)**

**Average 1.000 € (+3.000 € min share capital)**

**ESTABLISHING LIMITED LIABILITY COMPANY IN SPAIN**

## **SUMMARY OF PROCEDURES FOR STARTING A BUSINESS IN SPAIN-AND THE TIME AND COST:**

1. Obtain a certification of uniqueness of proposed company name from the Mercantile Register
2. Open a bank account for the company; deposit capital in the bank and obtain a deposit certificate
3. Grant a public deed of incorporation before a public notary
4. Submit Declaración Censal de Inicio de Actividad and obtain the Tax Identification Number from the Treasury Administration
5. File the public deed of incorporation of the company for its registration with the Mercantile Registry.
6. Legalize company books
7. Licences from Municipality (in case of workplace)
8. Notify Regional Department of Labour/Industry the opening of a workplace
9. File for social security and affiliate all workers with the local general treasury of social security

## 2.6 NORRKÖPING

City / Region / Country.....	Norrköping/ Östergötland/ Sweden
Number of inhabitants .....	132. 701
Unemployment rate (Region) .....	9,8%
Average gross salary in EUR.....	28 500 €/year

### **A creative meeting place for people and possibilities.**

Norrköping is located on the east coast in the south of Sweden.

Typical Norrköping? Well, what do you say about this: Waterfalls, streams and fly fishing in the town centre. Green thinking and yellow trams. Creative citizens who think “outside the box”. World-class symphony orchestra. Strong degree programs and cutting-edge research at Campus Norrköping, our part of Linköping University. Fast-growing information enterprises. Experience and knowledge factories in a unique industrial setting. Thrilling sights at Visualization Center C. Ultramodern concert and event venues. The region’s largest, most varied cultural programme. Perfect logistical location in Sweden’s fourth-largest metropolitan region with air traffic, maritime shipping, trains and European highways. Eco-industrial area becoming a world success. Unique shopping possibilities. New arenas for track and field, basketball and football. Kolmården Wildlife Park with the new Safari. Archipelago, forests and lakes on our doorstep. Housing with urban energy or water views. Enchanting parks and jogging on shoreline promenades. Neighbour to Linköping and close to Stockholm. Simple, relaxed and welcoming attitude. Pleasant, to put it simply.

### **Right location for new ideas.**

Norrköping is bubbling. And by that we don’t mean the rapids in Strömmen. No, we are referring to the new entrepreneurial spirit. The creative energy. The growing interest in Norrköping as a platform for research, development and new business ventures.

### **Campus + Creativity = Competitiveness**

Campus Norrköping, our part of Linköping University, has played a major role in the development of Norrköping as a knowledge centre. Now we are reaping the benefits in the form of strong research in visualization and media technology, and a number of young entrepreneurs and innovative companies making their mark on Norrköping. We are rapidly advancing towards a knowledge and creativity-driven business climate, where only the boldness of ideas sets the limits.

## On the move.

Norrköping is part of Sweden's fourth-largest metropolitan region and a neighbour of Stockholm. In addition, air traffic, maritime shipping, trains and European highways meet here. Our conference facilities and arenas are first class. The proximity to Linköping adds to the options and diversity. And last but not least, Norrköping offers a vibrant cultural life and magnificent archipelago, creating added value for companies, employees and customers.

## The Trade and Industry Department opens the door.

The Trade and Industry Department in Norrköping serves both as a guide and a mediator in company establishment and general business issues. We will help you find the right location and the right resources for your particular needs. This includes contacts with the university or other companies who can help you make good ideas even better. Welcome to Norrköping! Statistics from the unemployment agency shows that the unemployed workforce in the age of 16 to 64 was **12.5** percent in Norrköping during the **month of April 2013**.

**In the region** the unemployment rate was **9,8** percent for that category and the **national rate was 8,5**. The number of unemployed persons was 8 233 in Norrköping, which is an increase of 395 persons since April 2012. More men than women was unemployed during this month, 3 706 women and 4 527 men. **In the category young adults, between 18 and 24 years of age, the unemployment rate is 23.4 %.**

Until the end of the 20th century, Norrköping was dependent on big employers in different kind of industrial branches. It started with weapons and tobacco in the 17th century and was followed by textile, refrigerators and microwave ovens, and a huge paper mill. Today only the paper mill is left. What happened since the university came to town was that a lot of small companies developed and the numbers of entrepreneurs are rising. But still, a lot of people are reluctant to walk that path, due to the lack of knowledge on how to persuade, and a lack of knowledge on where to get the information on how to start. Also, a number of people have great ideas for a company to rely on, but they think of it more like a hobby and not something they can make a living out of.

## 2.6 RIMINI

City / Region / Country.....	RIMINI CITY/ RIMINI PROVINCE / ITALY
Number of inhabitants (01/2014) .....	147.215
Unemployment rate (2013).....	11,5%
Average gross salary in EUR (2012).....	15.067 €
Number of entrepreneurs - SME's .....	15.322

The economy of Rimini is primarily a **service economy**, linked above all to **commerce and tourism**. In 2000 the territory of the Province of Rimini was officially recognized by OCSE (Organization for Economic Co-operation and Development) as a "Tourist District of main importance".

The most important branch of business in the city is the **commerce, followed by the sector of hotels, restaurants and bars**. The third main branch is represented by the **construction**. The rest is mainly constituted by the industry (in the strict sense of word). In this field there are some **companies that are world leaders** in the manufacturing sector and in particular, in the wood processing industry, the fashion and clothing sector and the sailing field.

According to the local Chamber of Commerce, Rimini, whose economy is mainly based on tourism, has this prevailing disadvantage: the **tourist sector is not recognized as an innovation and industrial one**. This severely limits its access to the financial contributions foreseen by the State. The same problem concerns the **cultural sector with the subsequent exclusion from the innovation programmes**. The only exception is constituted by the web sector, where Rimini has a sort of primacy and it also hosts a national congress event called "Be wizard". All the same, **Rimini has the availability of the broadband** which on the contrary is lacking in the rest of the Region and consequently represents an infrastructure obstacle.

**AVERAGE TIME TO START-UP A PRIVATE LIMITED COMPANY (LTD), IN DAYS**

**20 days**

**COST TO START-UP A PRIVATE LIMITED COMPANY (LTD) (IN EUR)**

**EUR 10.000,00**

**ESTABLISHING LIMITED LIABILITY COMPANY IN ITALY**

**STEPS NECESSARY TO TAKE FOR LICENSING AND SETTING UP A LTD. COMPANY**

**PROCEDURES FOR ESTABLISHING A COMPANY**

1. Municipality of Rimini-SUAP to register the enterprise
2. Chamber of Commerce
3. Bank – to take out a loan
4. Business consultant – for professional advice
5. others if required (AUSL for sanitary regulations, Police, etc)

## 3. PROJECT ACTIVITIES

Project activities are composed of **international and local events** which gather experts in the field of **entrepreneurship** from different levels (local and state administration, technological and science parks, universities, development agencies, NGOs and entrepreneurs). Activities include presentations, know-how exchange, workshops, sight visits of business support infrastructure and other examples of best practices and, as most important, they enable networking **between experts dealing with entrepreneurship** from different countries and organizations.

Project was officially presented on the press conference held in the City of Zagreb. Press conference was opened by the Mayor of the City of Zagreb, **Mr. Milan Bandić**. Along with relevant local attendees, representatives of two partner cities, Mrs. Natalia Luba from Kielce City Hall and Mr. Michal Olszewski, Deputy Mayor of the Capital City of Warsaw also participated in the press conference.



*Public presentation of the project, opened by the Mayor of the City of Zagreb, Mr. Milan Bandić, 27th of February 2014.*

### 3.1 INTERNATIONAL MEETING IN FERROL

**16.04-19.04.2013**

For the first time EUC4BIZ Project partners met in Ferrol (Spain ) from **16th till 19th of April 2013**. As planned in the Application Form of the Project, first International meeting was held for the **purposes of project presentation to wider audience**. We used that opportunity to **disseminate knowledge about the Project to local stakeholders** and Ferrol City authorities, as well as representatives of local companies, business institutions, universities and government, who were involved in the project. This aim was achieved through public conference organized on the 18th of April 2013.



*Public conference & networking, Ferrol, Spain*

Apart from that public conference and public presentation, it was a **chance for project partners to meet, get familiar with economic situation in particular countries and cities entrepreneurship.**

During the Ferrol event members of the project discussed in details topics like the budget expenditure of the project, visibility obligations, reporting as well as preparation of the next event in Warsaw.



*Coordinators meeting, Ferrol*



*Spain Visit to City Hall of Ferrol Municipality*

Not without reason, as a venue of first meeting, **City of Ferrol, located in the Galicia region**, was chosen. Ferrol is a large resort Port of having sea port and naval base. During the study visit, the representatives of the cities were able to visit these facilities, which at the same time, give the highest level of employment in the city.

## 3.2 INTERNATIONAL EVENT IN WARSAW

8.10-11.10.2013

Event took place at the Warsaw Centre for Entrepreneurship Smolna - public business infrastructure facility, which is at disposal to the entrepreneurs running their business activity in Warsaw.



*Arrival to Centre for Entrepreneurship Smolna, Warsaw, Poland*

Meeting was opened by Mr Maciej Fijałkowski, Head of the **European Funds and Economic Development Department of the Capital City of Warsaw** - the unit which at the same time is responsible for managing of Entrepreneurship Centre Smolna. All seven partner cities were represented by different levels of stakeholders, among which representatives of city and county administration, development agencies, universities, labour offices, associations of employers and entrepreneurs, NGO's and entrepreneurs themselves .



*International participants meeting in Smolna*

Participants of meeting compared existing models of support directed to self-employment and entrepreneurship and the have exchanged best practices and know-how in the field of business environment, from soft measures directed to entrepreneurs to development of public business infrastructure.



*Best practices and know how exchange session in Smolna*

Beside interactive presentations provided by invited stakeholders cooperating with Centre for Entrepreneurship Smolna, event also included international workshops aimed to find best solutions in particular issues, such as supporting self-employment and business start-ups.

This event gave all participants opportunity to **share their best practices and exchange know-how in support self-employment and entrepreneurship on the European level**.

Representatives of the partner's cities attending the event disseminated lessons learned in Warsaw to wider network of local stakeholders on the local events/conferences/meetings, which were organised by project partners after the meeting in Warsaw, but before meeting in Norrköping. It was an excellent occasion to discuss with them about possibilities and effectiveness of certain measures and approaches implemented by other European cities.

### 3.3 INTERNATIONAL EVENT IN NORRKOPING

20.05 -23.05.2014.

The event took place at the **Norrköping Municipality** City Hall and was opened on the 20 of May by the host of the event, Mrs Hannah Gruffman and project coordinator Marko Helfrih.



*International participants and Norrköping project team, Norrköping City Hall*



*Workshop – international and local participants, Norrköping City Hall*



*Visit to Norrköping Science Park – Coffice*

As during the previous event in Warsaw, partners cities were represented by different levels of stakeholders, i.e. representatives of city and county administration, development agencies, labour offices, associations of employers and entrepreneurs, NGO's and entrepreneurs.

*Event was composed of following parts:*

- Presentations **of the local events outcomes**, which were implemented by each partner before Norrkoping event, with an objective to disseminate lessons learned during Warsaw event to relevant local stakeholders in each partner city;
- presentation of **EU initiatives and directives** (e.g. Small Business Act for Europe, Entrepreneurship 2020 Action Plan) as well as **preliminary results of the entrepreneurship survey** carried out at local level of project cities;
- **workshops on the subject of stimulating and supporting cultural and creative entrepreneurs**, moderated by Olle Emilsson from the Catapult Office.



*Workshop, international and local participants, Norrkoping City Hall*

Participants of the meeting also had the opportunity to 'experience' Norrkoping, through series of study visits through the old industrial landscape, now developed with culture, knowledge and entrepreneurs. They included sight visit to **Halarna**, old factory that now represent central point for cultural and creative entrepreneurs offering them office spaces among other services, sight visit to Coffice and Start Up at **Norrkoping Science Park and Visualization centre**.



*Visit to Hallarna, central point for cultural and creative entrepreneurs in Norrkoping*

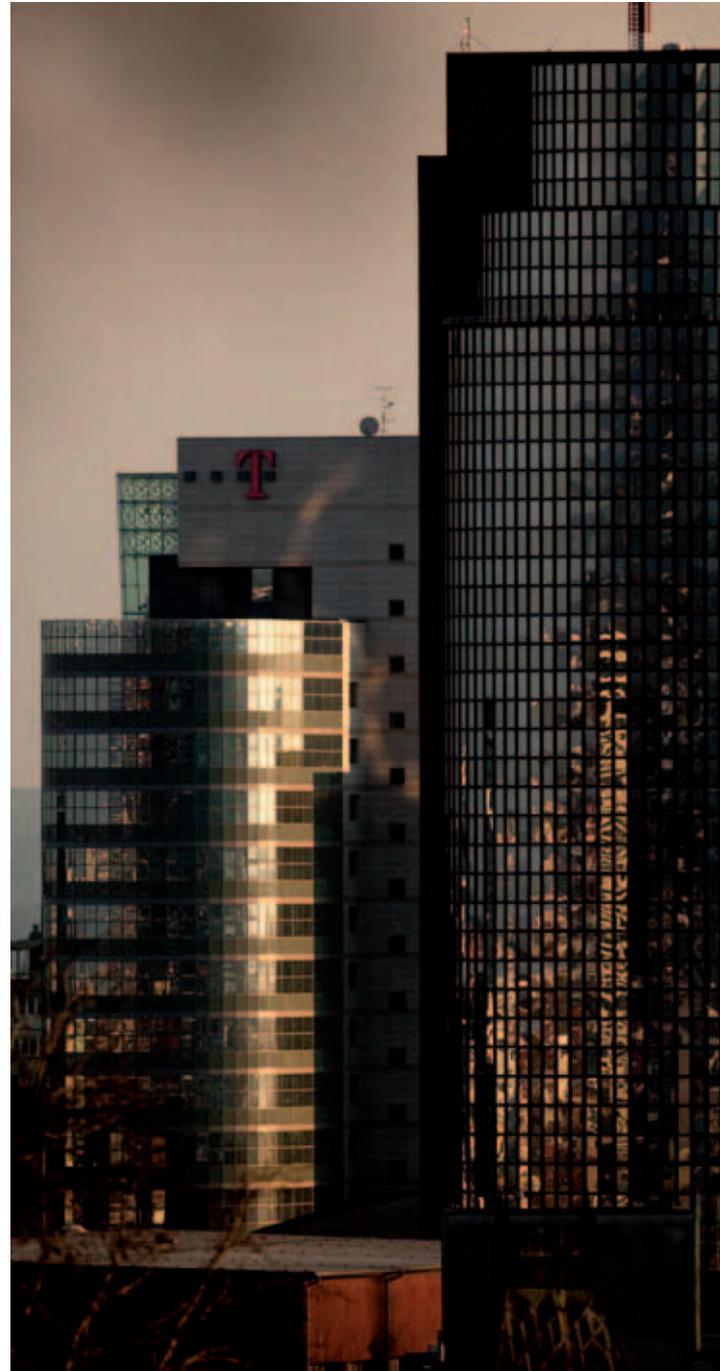


*Visits to Norrköping Science Park and Visualization Centre, as examples of best practice of public entrepreneurial and R&D infrastructure*

International participants got familiar with the mentioned examples of **entrepreneurial infrastructure** and services they provide to entrepreneurs. Event was closed on the 23rd of May with the wrap up and closing session.

### 3.4. FINAL EVENT – ZAGREB, REPUBLIC OF CROATIA

Final event of the project will be organized in the City of Zagreb, Republic of Croatia.



As a Lead partner and beneficiary of the EU grant awarded for implementation of this project by the Europe for Citizens programme of the European Union, City of Zagreb will be the host of the final event, during which the results of the project and guidelines for more favourable business environment will be presented within the public conference. Follow-up of the project and development of future initiatives for cooperation are going to be one of many topics planned for this, final international event of the project.

## 4. SURVEY FOR ENTREPRENEURSHIP

### 4.1 About the survey

Project activities gathered in **general stakeholders that are providing support to entrepreneurs**, such as representatives of public administration, development agencies, association of employers, universities etc.

Those representatives **exchanged their best practices and solutions in supporting self-employment** and development of SMEs as a base for the future cooperation. Examples of best practice exchanged within international events are widely disseminated on the local level afterwards through local workshops each partner city have organised.

But to understand the needs of entrepreneurs and their expectations from the providers of support (i.e. municipalities, development agencies, employment services, universities) **we have developed an international micro-survey in order to receive a feedback from entrepreneurs themselves.**

For the purpose of this survey we **have jointly developed international questionnaire** that each partner in the project distributed among entrepreneurs in their locality and collected a feedback.

The questionnaire is composed out of the **evaluation of current support** from the position of entrepreneurs and out of the **suggestions and recommendations** given by entrepreneurs in order to **improve support to more effective one.**

Within the survey in total **174 valid questionnaires** were collected from Polish, Swedish, Croatian, Italian and Spanish **entrepreneurs.**

In this chapter results of those surveys are presented.

### 4.2 Survey results

Out of the 174 companies that filled the questionnaire **almost 80% of them are personally owned and no limit to personal liability companies.**

Almost 50% of the companies involved in the **survey consumed some kind of support** to their business with **financial subsidies** and **education & advisory services as predominating.**

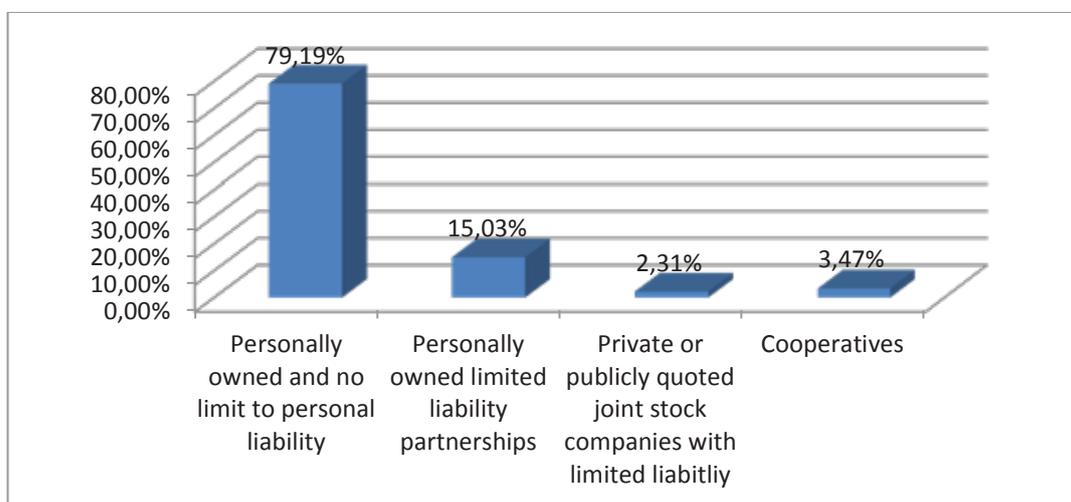


Table 1. Structure of the companies participating in the survey

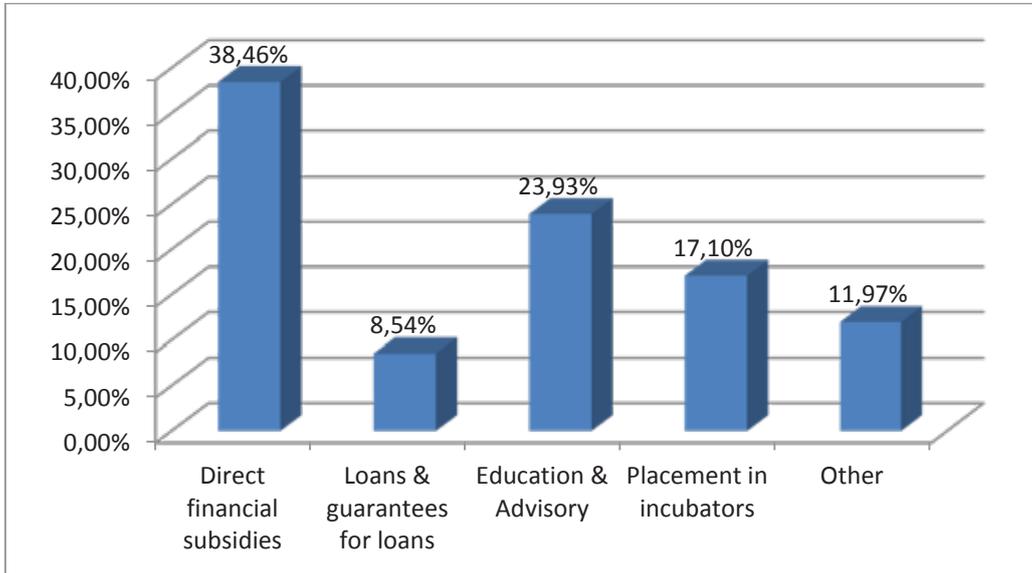


Table 2. Type of support consumed

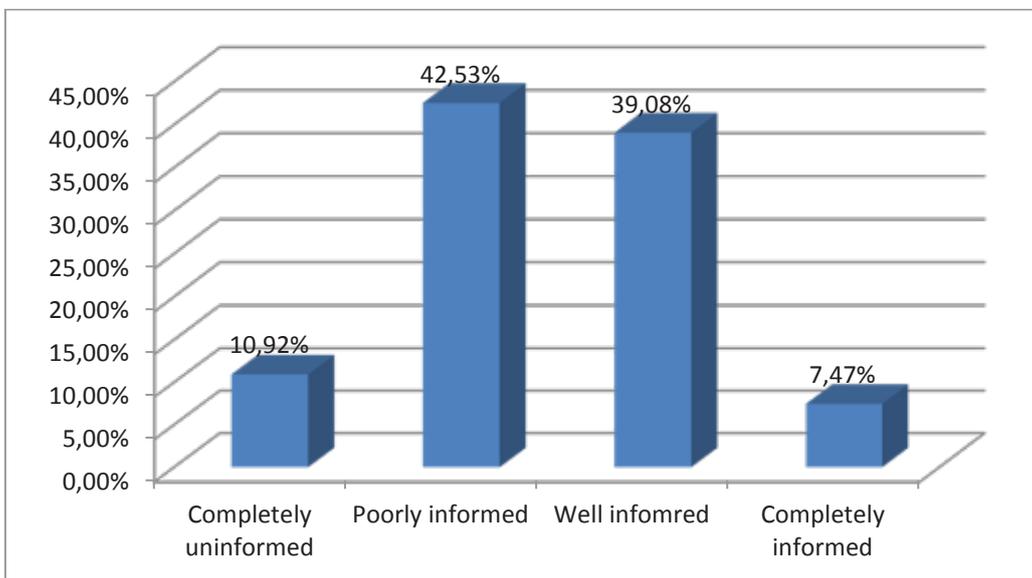


Table 3. Level of knowledge among entrepreneurs about the existing support

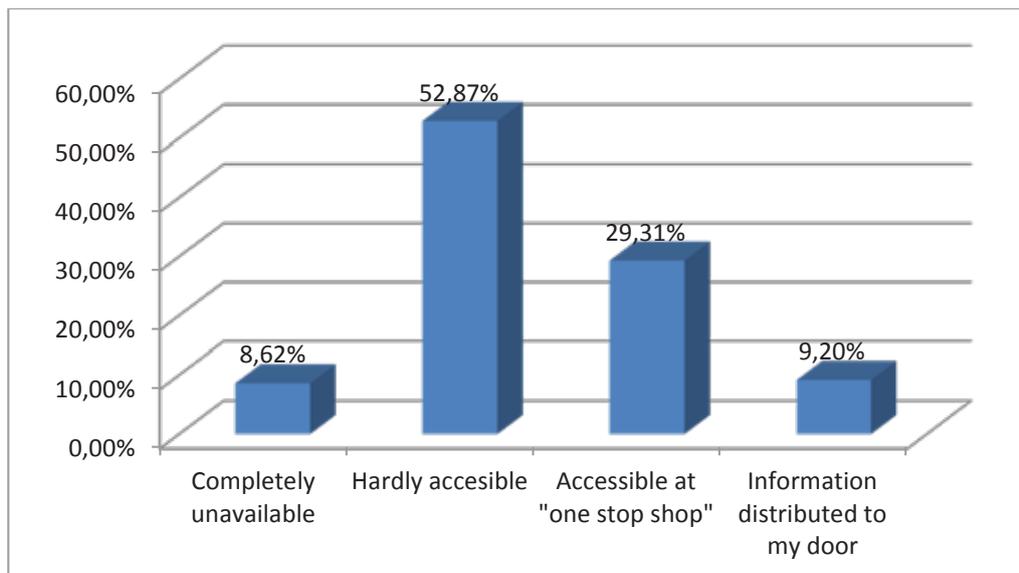


Table 4. Assessment of availability and access to information about the support directed to entrepreneurship

**Results are clearly showing that entrepreneurs are not familiar with the existing support, despite support itself may be effective. This is certainly an issue that deserve attention and improvement.**

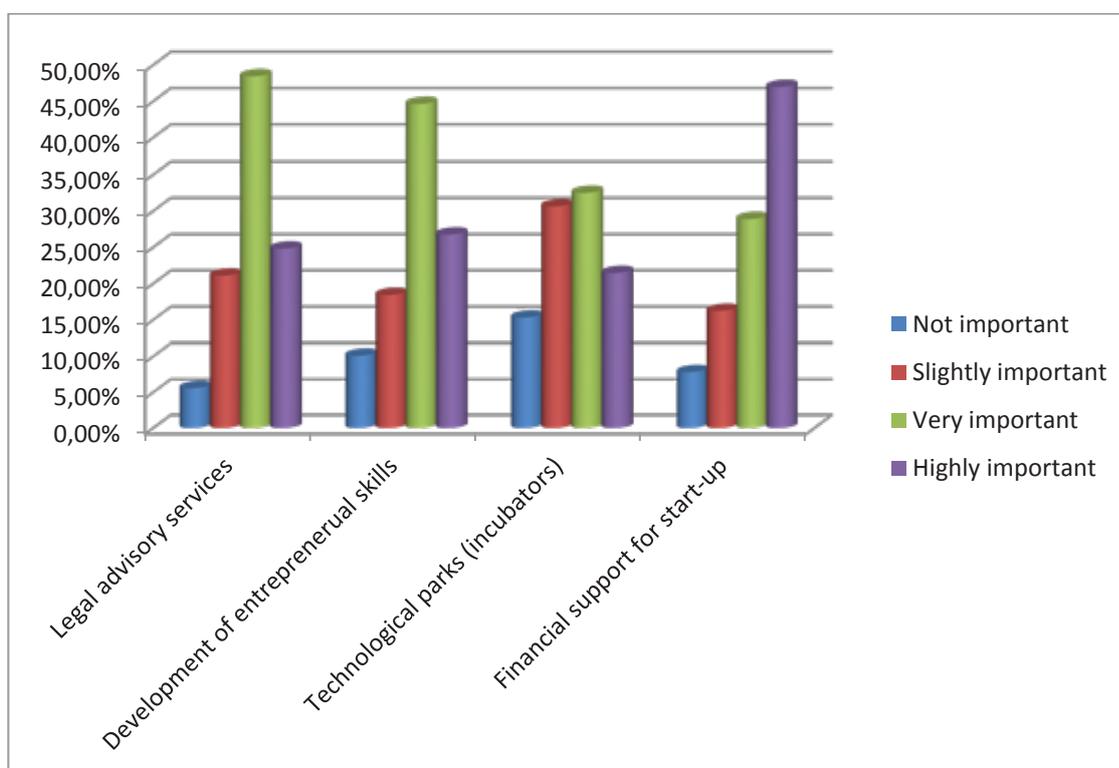


Table 5. Categories of support by effectiveness

Out of four selected measures of support that were evaluated by entrepreneurs **financial support for start-up was, as expected, evaluated as most important. Development of entrepreneurial skills and legal advisor services** are also evaluated as highly and very important for **more than 70% of entrepreneurs participating in the survey.**

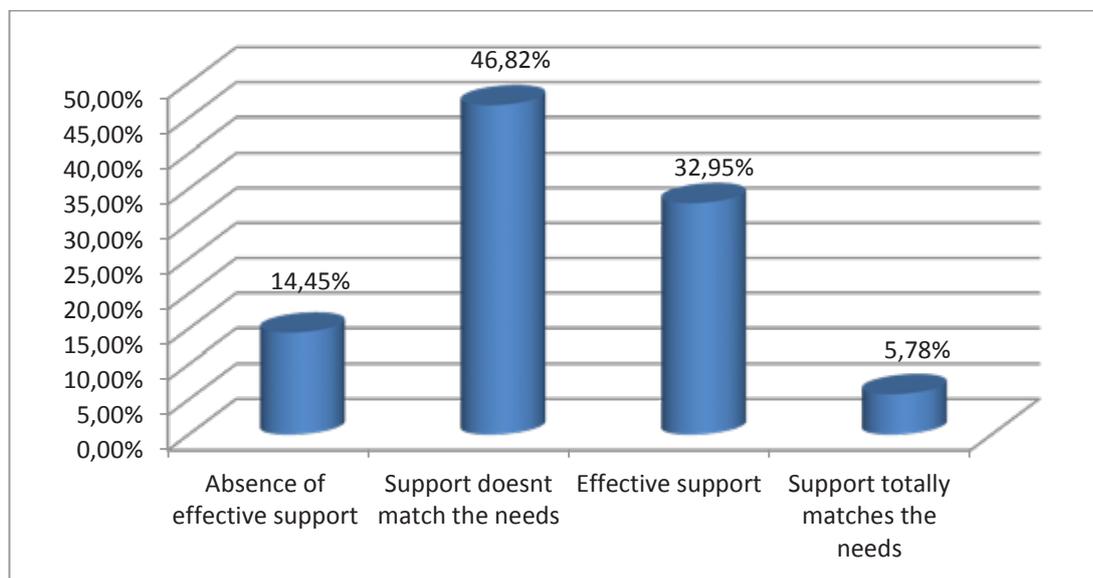


Table 6. Assessment of current support to entrepreneurship provided by municipalities and other stakeholders

**Almost 50%** of entrepreneurs participating in the survey assessed the existing support and services as a **support that doesn't match the needs**, while **14.45%** consider that **effective support is absent.**

Comparing the data from this graph and the data from the graph number 4. which showed that over 60% of entrepreneurs finds access to information about the support hardly accessible or even completely unavailable, **the real question is whether the reason for such assessment of current support lies in the fact that existing support is not promoted in a proper way.**

Answer to that question may be found in the recommendations that entrepreneurs proposed to municipalities within this survey.

### ***Most frequent proposals for improvement of support suggested by European small and medium entrepreneurs***

- Promotion of local and regional companies
- Improving informational politics about the ways of supporting (now it is not clear and precise)
- Exemption from taxes for a period of two years for new businesses
- Legal advisory services, support of the city not only in process of set-up business but in everyday problems
- Promotion and information about grants for companies and trainings
- County Labour Office should take more attention to work practices, they do not always provide candidates that match the need
- More trainings for employees, creating new places of work
- Better contact and communication between entrepreneurs and local administration,
- Obtaining complete information about the needs of entrepreneurs and adaptation of aid instruments; City, municipalities should be friendly to entrepreneurs, help them, support, cooperate with them
- Grants to start a business directed by people with no experience and financial resources are often inefficient; Co-financing of existing firms in the market-financing employment of a worker, not a refund for retrofitting or workplace equipment; Exemption from social security charges for the new employee; Free consultancy in obtaining EU funds for new investments
- Easier procedures and documentation that you need to prepare to receive support
- Exerting pressure on the central government in order to simplify the law; Concentration in one place all the necessary institutions for entrepreneurs
- Create an information portal with all possible information on the availability of forms of support - constantly updated and systematized
- Consultation with experienced entrepreneurs (30, 40 years on the market); Respecting entrepreneurs engaged in business for over 20 years
- More information on setting up companies (present procedures)
- Direct payments; Information in the press, on the Internet; Point advisory for entrepreneurs
- Lower taxes; Easier procedures for start-up business

- To create the conditions for small financial supports, to allow tax breaks, to make contacts with other realities easier (to start networks)
- To grant non-repayable subsidies to support innovative businesses selected through valid commissions; to organize competitions and calls for tenders restricted to SMS; to offer free spaces and offices; to grant cuts on local taxes and other forms of incentives;
- Activities more aimed at the promotion of youth enterprises, reconversion of no longer used places to start new enterprises or co-working activities
- To offer helps and financing supports, to organize events to promote start-ups/youth enterprises
- Customization of the rent values to the real capabilities of entrepreneurs; concessions and facilitations for would-be-entrepreneurs
- The municipal council should learn on its own about entrepreneurship, instead trying to help unemployed.
- The city puts obstacles in front of entrepreneurs instead of giving them chances to grow
- Organization of fairs, information meetings, free-of-charge legal advisory, creation of internet website for entrepreneurs with updated information
- To quickly spread information about announcements so that you can get ready on time; once you win a call the allocation of funds must be quicker.
- Creation of incubators in public empty buildings
- Most population doesn't know the services in this area, that are available from public administration. We need to publish it
- Speed up administrative procedures for creation of new companies, Remove taxes for companies during first year
- Municipality should be more dynamic for companies and citizens, helping to attract companies. Also it should help entrepreneurs through good infrastructures, low taxes, easy procedures, ...
- Lower taxes, information more accessible, fast service to find workers
- Create a central office with all services regarding entrepreneurship

## 5. BEST PRACTISE EXCHANGED WITHIN THE PROJECT

### 5.1 TECHNOLOGY PARK KIELCE, POLAND



The mission of Kielce Technology Park is to increase the competitiveness and improve investment marketability of Swietokrzyskie region. KTP creates the atmosphere and conditions for giving an effective support to entrepreneurs oriented on new technologies. The KTP supports local economy - and stimulates cooperation between science and business sectors.

The KTP is a place, where business entities are able to gain support at every stage of their development: from initial ideas to self- market expansion. It is also a well-equipped and attractively located infrastructure together with the team of specialists sharing their knowledge, and professional support focused on needs.

Cost of the investment

81 963 269,06 PLN (54 891 836,99 EUR)

EU contribution

European regional development fund (ERDF) 85%

Kielce Technology Park (KTP) is a multifunctional area of economic activity, which came into being for people relating their future with innovation and new technologies. KTP is perceived as a driving force for economic development of the Swietokrzyskie region and represents the most advanced and comprehensive institutional form of activating regional development and supporting entrepreneurship.

Kielce Technology Park helps the newly created and innovative companies achieve maturity and ability to function independently on the market. KTP also encourages existing companies in developing their business and go global.

The infrastructure of Kielce Technology Park consists of two zones:

1. **Technology Incubator** - comprehensive and professional support for start-up companies;
2. **Technology Centre** - designed for production domestic and foreign companies whose services or products are based on innovative technology solutions.

#### **The KTP space - The Technology Incubator**

It is a complex and professional support for newly established companies.

The Technology Incubator is designed both for the start-up companies and companies providing their services in the field of modern technologies.

IT advantages are a well-equipped, attractively located infrastructure, the preferential hiring terms and services for start-ups and existing companies.

## The KTP space - The Technology Centre

The Technology Centre is designed for domestic and foreign enterprises already operating on the market that base their development on innovative solutions within their services or production technology

### Kielce Technology Park is a part of SPECIAL ECONOMIC ZONE

- tax exemption (Corporate Income Tax or Personal Income Tax)
- completely prepared, competitively priced real estates ready for capital investments
- free of charge assistance in complying with the investments-related formalities
- real estate tax exemption

The criteria for obtaining tax exemptions:

- minimum investment outlays of **EUR 100.000**
- permit for conducting business activity in the Special Economic Zone

Both zones are characterized by modern architecture, technical infrastructure and an interesting interior design. They have also been equipped with necessary media.

KTP provide specific solutions that match the stages of entrepreneurs development and their businesses. We divided our activities into the following categories:

- Quick start
- Tenancy of the surface area
- Incubation
- Consulting/training
- Special Economic Zone
- BPO (Business Process Outsourcing)
- The Conference Centre

In 2015 within TP will be created **Centre for Vocational and Lifelong Learning Education**, focused on creating of the most favorable conditions for the development of basic competencies and providing to the market professional services in the field of vocational training.

Conception of it was approved by the directors of schools involved in vocational education. The Directors wish to the new unit held professional practice, qualifying courses and examinations and the training of teachers. Task of the Center will be to support vocational schools, it will be an institution through which the city will prepare graduates with the way they expected that the labor market. Estimated cost of investment is 150 mln PLN.

#### Contact:

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website: <http://www.technopark.kielce.pl/eng/home>

## 5.2 BYDGOSZCZ INDUSTRIAL AND TECHNOLOGICAL PARK



The company, under the name **Bydgoszcz Industrial Park**, was established on the 21st December, 2004 and its main aim has been to foster entrepreneurship and create new work places by providing beneficial investment conditions for companies. On 24th January, 2011 it changed its name to Bydgoszcz Industrial and Technological Park. Its majority shareholder is the City of Bydgoszcz, which owns over 90 percent of the shares in the Company's share capital.

Cost of the investment

10 765 040,48 EUR

EU contribution

European Regional Development Fund (42.50%)

Bydgoszcz Industrial and Technological Park **offers investment plots for sale or lease**. While preparing sites for businesses, the Company undertakes a range of activities, including, but not limited to, the division and subdivision of plots, hydrological soil testing, and construction of new infrastructure and development of existing one. Currently, the business park offers over 80 ha of free space. BPPT divides the ground to invest with regard to the size and shape of the plot in accordance with the entrepreneur's requirements provided that the minimum area is 1 ha. The whole area of the Bydgoszcz Industrial and Technological Park is included in the Local Spatial Development Scheme "Łęgowo – Technological Park", where it has been marked as an **area of business activity, including service and production activity, storage, and warehousing**. Geological tests have indicated that the ground complies with the standards as regards the soil condition and underground water. Investors have guaranteed access to utilities, including heat energy. After 2015, heat will be delivered at a competitive price as one of the first Polish Thermal Waste Disposal Plant is being built within the area of the Park.

Entrepreneurs can take advantage of the **exemption from real estate tax for a period of three years**, as part of regional aid for the creation of new jobs associated with new investing companies (creation of a new or expansion of an existing firm, introduction of new products or overall production process change in an existing).

A part of BPPT, with an area of almost 46 ha was included in the Pomeranian Special Economic Zone. In December 2013 six investors held permits to conduct activities in this area; at present, negotiations are being conducted with other entities. Enterprises operating in the Special Economic Zone are entitled to exemption from income tax for:

expenditures specified in the permission

and/or

a level of employment specified in the permission.

The minimum amount of expenditure during the investing is EUR 100,000 subject to the condition that the activity is conducted for a minimum period of 5 years (3 years for the SME sector). The level of public support intensity index in the Kujawsko-Pomorskie voivodeship for large, medium-size and small enterprises is respectively: 35%, 45% and 55%.

**Contact:**

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e-mail: [investments@bppt.pl](mailto:investments@bppt.pl)

website: <http://www.bppt.eu/>

### 5.3 CENTRE OF ENTREPRENEURSHIP SMOLNA, WARSAW, POLAND

**Centre of Entrepreneurship Smolna** has been created as the response to the regional market's need regarding **support of entrepreneurship** field in Warsaw. It is also attuned to the main assumptions of the Innovative Warsaw 2020 Programme.



Cost of the investment

2.400.000,00 EUR

EU contribution

2.000.000,00 EUR

Centre of Entrepreneurship Smolna's main goal is to:

- Increase the number of entrepreneurs
- Increase social awareness in the field of entrepreneurship
- Provide office spaces to the entrepreneurs
- Support entrepreneurs by granting them possibility to exchange experiences

Main activities undertaken by Centre of Entrepreneurship Smolna (all are free-of-charge):

- Lectures
- Trainings
- Information services
- Registering company
- Networking
- Conference rooms for rent

#### Services provided by the Centre of Entrepreneurship Smolna:

- 1) Information : Centre of Entrepreneurship Smolna holds **one-stop shops**, where customers can learn about different matters **regarding entrepreneurship** in general. e've got:
  - a) Europe Direct- people can learn about different issues regarding European Union structures and news
  - b) Labour Agency- it provides **information mainly about workshops, seminars, trainings for unemployed people**. It also provides information about subsidies to set up own business for unemployed
  - c) One-stop shop- it gives the possibility to set company, it also **provides customers with different information about entrepreneurship** field in Warsaw, about EU funds on setting up a business as well as any other matters regarding entrepreneurship
- 2) Incubator : this is a space where **start-ups** can hire desk or room to run their businesses. Incubator privileges mainly the following business branches: optoelectronics, biotechnology, creative sector, IT, electronics and nanotechnology.
- 3) Conference rooms : In Smolna, any entrepreneur, whether it'd be the one, using

the incubator, or the one from outside, can hire conference rooms for free in order to run their own business meetings. We also **hire conference rooms for befriended institutions** of the City of Warsaw, so that they would be able to run their trainings.

- 4) Trainings/workshops : there are many free-of-charge trainings being run at the Centre of Entrepreneurship Smolna. These are mainly led by: Social Insurance Agency, Internal; Revenue Service; Patent Agency and external private companies as well as other public institutions..
- 5) International and internal projects, which help entrepreneurs in getting experience, exchanging business contacts, etc.
- 6) Events : there are many **entrepreneurial events** being held at Smolna, where entrepreneurs can come freely and learn something new each time in entrepreneurial field.

There are already 23 entrepreneurs in Centre of Entrepreneurship Smolna  
**Optoelectronics, biotechnology, IT, creative sector, electronics, nanotechnology**

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## 5.4 New Ideas New Venture - Business Plan Competition project - RIMINI, ITALY

The aim of the project “New Ideas New Venture - Business Plan Competition” is to support innovative business ideas with cash prizes, training and support.

The project was started from two requirements: on one hand to provide the youth of the province of Rimini and the Republic of San Marino with an effective tool to transform business ideas into real economic activity and, on the other hand, to help the local economy to innovate thanks to the ideas and proposals of local young generations.

The competition is organized in intermediate steps and a final goal (prize-giving ceremony). The participants are required to present their entrepreneurial innovative ideas by means of a business plan. In this process they are supported by a qualified training and tutorship. The best business plans will be given a money prize and real services (legal, financial and commercial consultancy) aimed at starting new entrepreneurial enterprises in the Province of Rimini and the Republic of San Marino.

All participants are due to attend a training course of about 15 hours. The aim of the course is to give all participants some basic instruments to face the main problems concerning the start-up phase of an enterprise. At the end of the course they are asked to prepared a synthesis of their entrepreneurial idea. The Scientific Technical Board will check and select the innovative ideas that will be offered a second training course of about 15 hours. The aim of this additional course is to grant the necessary instruments to consolidate the development of their business idea up to the drawing up of the final Business Plan.

The expected results for the year 2014 are to complete the XIII “New Ideas New Venture - Business Plan Competition” with the prize-giving ceremony that will be held in October. The Forum will also offer the chance to discuss the several problems of the sector and to present positive and useful examples.

Outcomes until now:

2.516 young participants

915 Business ideas

More than 300 completed Business Plans, until the year 2013

40 companies/enterprises (including new ones and renewed thanks to a Business Plan)

462.000 € OF GRANTED PRIZES

## 5.5 WARSAW – THE CAPITAL OF AMBITIOUS BUSINESS - (WSAB Project), Warsaw, Poland

Carried out in partnership between City of Warsaw (leader) and the Kozminski University (partner) - leading business and law school in Poland and the Central European region and leader in entrepreneurship research and training (No 4 in the Financial Times ranking in 2009)

### **Total project value**

PLN 6.4 million (euro 1.6 million) - project was funded by the European Regional Development Fund of the European Union

### **Project duration:**

May 2009 – June 2011

### **Project objectives**

To promote ambitious entrepreneurship and self-employment among citizens of Warsaw.

### **Activities**

- Promotion of ambitious business (growth-oriented) among Warsaw citizens
- Providing trainings to gain knowledge and skills needed for opening new business activities
- Consultancy and mentoring for those who decided to launch their own business
- Information services (free of charge) for Warsaw citizens in 2 Information Centres
- Centres in Srodmiescie and Ursynow district about aspects of launching business activities

### **Target Group**

- Age 18-50+
- Warsaw citizens
- Did not carry out commercial activity in the past 12 months
- Persons having long-term unemployment status, employed, professionally inactive, including students

### **Results achieved**

- Out of almost 3 000 applicants, 357 selected 303 people finished training component (146 women and 157 men )
- Approximately 200 people have started their own businesses 72 investment subsidies granted in the amount of 40,000 PLN each (euro 9,750)
- Information Centres in the Ursynów and Śródmieście districts IC were operating 2504 hours
- 1235 people received relevant information
- 91% of beneficiaries confirmed that Information Centres were helpful for filling the information gap regarding business registration
- The majority of respondents (82%) reckoned that Centres were useful instruments for promoting ambitious entrepreneurship.

## 5.6 Project “PROMOTION AND COORDINATION PLAN FOR SERVICES TO ENTREPRENEURS IN THE AREA OF FERROLTERRA”, FERROL, SPAIN

### **Coordinator of the project**

Mancomunidad de municipalities of the area of Ferrolterra

### **Objectives of the project**

- To improve the service to entrepreneurs in the area.
- To coordinate all the actors that are working in the support of entrepreneurs.
- Contributing to the dissemination of entrepreneurship culture as well as sharing with entrepreneurs useful and updated knowledge on the field

### **Activities**

- Studies/research
- Training
- Seminars
- Development of specific tools

### **Methodology**

- Research phase
- Proposals phase
- Actions phase

### **Expected results**

- Increased collaboration among the actors involved in supporting entrepreneurs
- Better support to entrepreneurs

### **Outcomes of the project**

- Common programming of actions
- Collaborating in new projects
- Better knowledge of the resources for entrepreneurs in the area

### **Source of financing**

Province Budget

### **Project duration**

Ongoing

## 5.7. CITY OF ZAGREB –selected measures directed to support entrepreneurship

Small and medium entrepreneurs represents a key player in the overall economy of the city, therefore City of Zagreb is continuously developing and implementing new measures and supporting activities directed to the SME sector, in order to enhance their competitiveness, development and growth.

Several measures directed to support SMEs are being implemented in the year 2014. They include direct financial subsidies, but also a development of public services directed to support entrepreneurs in each step of starting and managing a business.

### **SUPPORT TO CRAFTS AND TRADES**

Annually, City of Zagreb publishes a call for project proposals to support craftsmen from traditional, deficit and manufacturing craft activities. In the year 2014, 500.000 EUR were awarded and City of Zagreb will co-finance about 500 craftsmen projects through this measure. The purpose of this measure is the preservation and development of crafts, creation of new jobs as well as creating a supportive entrepreneurial environment.

### **PROJECT “YOUR INITIATIVE - YOUR WORKPLACE”**

As one of the most active partners within the Local Partnership for Employment, together with Croatian Employment Service - Regional Office Zagreb and Development Agency Zagreb – TPZ Ltd., City of Zagreb is implementing a project titled „Your initiative - your workplace”.

Within this project 1.300.000 EUR will be awarded for business start-up of unemployed citizens of the City of Zagreb that decided to start ambitious businesses. It is planned that 400 small enterprises will be founded and that 600 jobs will be secured within them.

Beneficiaries of the project are also in title for a free education and mentoring during the first year of business, which is provided by the Development Agency Zagreb – TPZ Ltd.

### **ENTREPRENEURSHIP CENTRE**

Due to the growing demand of entrepreneurs for a professional support in development and managing of their businesses, City of Zagreb plans to open Entrepreneurship Centre in the very centre of the city.

Within Entrepreneurship centre entrepreneurs will be provided with education and counselling and they will be able to obtain all necessary information about current local, national and European support programs.

Specific objectives of the Entrepreneurship Centre are as follows:

- Development of entrepreneurial competencies
- Facilitating and improving access to finance
- Strengthening the investment climate and creating a positive business environment.

## 5.8 Hallarna Norrköping

Hallarna is a block in the center of Norrköping where the vision is to cluster all forms of cultural expressions/businesses/organizations. The block has since 1992 been the home of the administration of the regional theatre and of an organization called the Cave of Culture. This organization have been the motor in the change that has taken place the last few years. They have done a lot of things concerning theatre and music in the past, but realized that when people wanted to expand their activities, maybe to the extent of a company or occupation, there was a limit. The limit concerned financial problems when starting something no one knew so much about, office space, digital knowledge, accounting, running your own business and so on.

In this block the municipality had a big space, about 500 square metres, where they kept all the old furniture from offices and schools that no one wanted anymore. Disabled people worked here and made sure that the furniture came to use again or were thrown out. Four years ago the activity was closed down but the furniture stayed. The Cave of Culture proposed that the space should be transformed into 18 smaller rooms for organizations and entrepreneurs in the culture area. It took nearly four years of work, planning and political decisions to get there, but in April 2014 the 17 office spaces, in different sizes between 10 and 25 square metres, and one workshop space was opened. It was fully booked the first day of opening.

Today more space and offices will be available in the near future and we hope to transform those areas with more culture and entrepreneurs.

The entrepreneurs pay rent for their space, but it is about half of the amount a similar room on the market would cost. The municipality owns the property and does not any gain any money but neither does it sponsor the facilities.

### **The Vision about Hallarna**

Rough, urban and creative. With inspiration from London, Berlin and New York Hallarna wants to create a block of culture that stands out. Even in an international perspective. This should be a place where substance and the power of the inhabitants have a space. A place that visitors can write home about. All sorts of culture, for all ages, will have a place here. High and low, pointing in all directions. Things will happen every day. They have many young practitioners. So graffiti and street art is a factor. As well as culture for children. Right now Hallarna is working hard with the incubator for cultural businesses. The courtyard is about to transform into a square and will have a park for sculptures as well as a musical playground. More operators are on the way in and the area is evolving every week.

The first cultural experience for the three year old takes place here. When she is ten she goes to drama class here. At sixteen she wants to try her wings and sets up her first concert within the facilities. At the age of 20 she is a full blown events maker and starts an organization for cultural arrangements. Which later on may be just a hobby, but also have the potential to be her livelihood.

After Hallarna finished the introduction of the incubator and finished the courtyard, is aiming to become members of paneuropean network Trans Europe Halles. And when that is done they will lift eyes further. Time will tell where they will end up.

## 5.9 Coffice and Norrköping Science Park

Coffice, the name plays with the words coffee and office. If you put them together, it makes a coffice! Coffice is a coffeshop/café for entrepreneurs where they can sit with their laptops, have meetings with clients and associates, and where they can meet other entrepreneurs in a relaxed environment. As an entrepreneur you become a member at Coffice and you are allowed to use the facilities as much as you want. There is free wi-fi in Coffice and you can plug your computer into every table available.

Norrköping is proud of its history. This is clearly apparent in the rejuvenation of the old industrial landscape, an area once abandoned and left to decay and is now the vibrant centre of development, education and culture. The industrial landscape provides both newly started and established companies with access to cutting-edge competence and the latest technology which can be developed into new products and profitable business ideas.

Coffice is a part of Norrköping Science Park. To discover and stimulate new business opportunities is the moving force behind Norrköping Science Park that want to contribute towards the establishment of more companies in Norrköping and to provide opportunities for those which are already established to grow and to attract more international companies to join the Park. To make all this possible they have developed a number of opportunities for entrepreneurs, innovators and companies all at different stages in their development process.

The aim is to make it possible – to develop a business idea, to start a company and to expand. To this end they have developed a number of proposals that entrepreneurs, innovators and businesses in various stages of the development process will find useful. Therefore more companies can establish in Norrköping; to see that existing companies have the opportunity to grow and that even more international businesses choose to move here.

Within Norrköping Science Park is the business incubator LEAD which is owned by Linköping University. This is open to the most ambitious entrepreneurs with the best business ideas and provides them with the right conditions required to grow into a successful company.

Start Up is a business training course for those planning on starting their own company within knowledge-based business or have started but are still in the early stages. Through seminars, group projects and workshops participants will gain practical experience.

Much focus is placed on customer, market and sales, however, over the 6-month period of the course, areas such as economy, law and other issues relating to running a company will also be discussed. During the training period you will be offered coaching and advice to further support you in the development of your company. Those chosen to participate in this course will also receive an extremely advantageous offer to move into their own premises within Norrköping Science Park. Participation is free of charge.

These are just some of the solutions within Norrköping Science Park, where a lot of things are happening within the entrepreneurial area.

## 6. EUROPEAN COMMISSIONS INITIATIVES AND POLICIES

### 6.1. SMALL BUSINESS ACT FOR EUROPE

Small Business Act for Europe represents an initiative of the European Commission adopted in the year 2009, with a goal to improve the overall policy approach to entrepreneurship and to promote SMEs' growth by helping them tackle the remaining problems which hamper their development.

SBA is not an act, but the symbolic name of an "Act" given to this initiative underlines the political will to recognise the central role of SMEs in the EU economy.

**10 principles are set to guide to the recognition of the central role of SMEs in the EU economy** and to put in place for the first time a comprehensive policy framework for the EU and its Member States:

1. Create an environment in which entrepreneurs and family businesses can thrive and entrepreneurship is rewarded
2. Ensure that honest entrepreneurs who have faced bankruptcy quickly get a second chance
3. Design rules according to the "Think Small First" principle
4. Make public administrations responsive to SMEs' needs
5. Adapt public policy tools to SME needs: facilitate SMEs' participation in public procurement and better use State Aid possibilities for SMEs
6. Facilitate SMEs' access to finance and develop a legal and business environment supportive to timely payments in commercial transactions
7. Help SMEs to benefit more from the opportunities offered by the Single Market
8. Promote the upgrading of skills in SMEs and all forms of innovation
9. Enable SMEs to turn environmental challenges into opportunities
10. Encourage and support SMEs to benefit from the growth of markets

#### THE THINK SMALL FIRST PRINCIPLE

The Think Small First principle requires that legislation takes SMEs' interests into account at the very early stages of policy making in order to make legislation more SME friendly. Heavy, expensive and time-consuming administrative procedures to start and run a small firm are a disincentive to too many would-be entrepreneurs.

Countries with lesser administrative burdens in the procedures required to create a company (cheaper and faster start-ups) have greater numbers of business start-ups.

**In 2013 average time and cost to start-up a private limited company was 4.2 days and cost was €315.**

## 6.2. ENTREPRENEURSHIP 2020 ACTION PLAN- Reigniting the entrepreneurial spirit in Europe

Entrepreneurship 2020 Action Plan represents a blueprint for decisive action to unleash Europe's entrepreneurial potential, to remove existing obstacles and to revolutionise the culture of entrepreneurship in Europe.

**The Entrepreneurship 2020 Action Plan proposes three areas for immediate intervention:**

- 1. Entrepreneurial education and training**
- 2. Creation of an environment where entrepreneurs can flourish and grow, and Developing role models and reaching out to specific groups whose entrepreneurial potential is not being tapped to its fullest extent or who are not reached by traditional outreach for business support.**

### **ACTION PILLAR 1 – ENTREPRENEURIAL EDUCATION AND TRAINING TO SUPPORT GROWTH AND BUSINESS CREATION**

Investing in entrepreneurship education is one of the highest return investments Europe can make.

According to surveys, between 15 and 20% of students which participate in a mini company programme during the secondary school will start their own business. It is important to develop the entrepreneurial mind-set among young people through entrepreneurial learning which develops business knowledge and essential skills and attitudes including creativity, initiative, tenacity, teamwork, and understanding of risk and a sense of responsibility.

**The Member States are invited to:**

- Ensure that the key competence "entrepreneurship" is embedded into curricula across primary, secondary, vocational, higher and adult education before the end of 2015.
- Offer the opportunity to young people to have at least one practical entrepreneurial experience before leaving compulsory education, such as running a mini-company, being responsible for an entrepreneurial project for a company or a social project.
- Boost entrepreneurial training for young people and adults in education by means of Structural Funds resources in line with national job plan, notably the European Social Fund (ESF)
- Promote entrepreneurial learning modules for young people participating national Youth Guarantee schemes

## **ACTION PILLAR 2 – CREATE AN ENVIRONMENT WHERE ENTREPRENEURS CAN FLOURISH AND GROW**

Key areas where action is needed to remove existing obstacles impeding their creation and growth:

- Access to finance
- Support for entrepreneurs in the crucial phases of the business lifecycle and their growth
- Unleashing new business opportunities in the digital age
- Transfers of businesses
- Bankruptcy procedures and second chance for honest entrepreneurs
- Regulatory burden reduction

## **ACTION PILLAR 3 – ROLE MODELS AND REACHING OUT TO SPECIFIC GROUPS**

Entrepreneurship has not been celebrated as a preferred career path, further more entrepreneur is not ranked highly among desirable occupations.

Some of the propositions of the Action plan are within this pillar are:

- to connect Public Employment Services with business support services and finance providers to help the unemployed find their way into entrepreneurship
- to establish and run entrepreneurship education schemes for the unemployed
- to Launch active labour market programmes that provide financial support to all unemployed people for starting a business
- to shift entrepreneurship promotion activities and appoint known entrepreneurs as national Entrepreneurship Ambassadors to become “the face of entrepreneurship” in their countries

## 7. RECOMMENDATIONS

### 7.1 DEVELOPMENT OF PLATFORM FOR COOPERATION OF ENTREPRENEURS AND PROVIDERS OF SUPPORT DIRECTED TO ENTREPRENEURS

#### RATIONAL

Despite each partner city already have developed measures and **tools directed to support entrepreneurs**, those measures and support **doesn't always match the needs and expectations** of the entrepreneurs in the locality.

Proposals given by the entrepreneurs within the survey indicate that lots of **measures and tools** developed to support them **are not tailor made upon their needs**. For example, lot of proposals refers to educations offered to entrepreneurs which are assessed as to general and without practical use for entrepreneurs. Proposals are to **develop tailor made educational programmes** that would be much more concrete and **help entrepreneurs** in running their businesses more effectively.

Therefore, we propose that **city administrations should act as initiators and developers of platforms for long- term cooperation and coordination** among all relevant stakeholders in their localities dealing with entrepreneurs and entrepreneurs (i.e. local entrepreneurs and their associations, local governments, universities , vocational and adult education institutions, employment services, and other relevant local stakeholders, chambers of commerce, chambers of crafts etc.)

#### RECOMMENDED ACTIVITIES:

Initialization and development of platform for cooperation among different levels of stakeholders is not an easy task. It is always a question should such platform take the formal or informal character.

Our proposal, according to best practices is to create such **platforms through local partnerships of all relevant stakeholders**. Participation in such partnership should be voluntary but the partnership itself should be formal and should include at least written agreement, statue of partnership with elaborated commitments and obligations of partners, organizational structure, technical secretary, board of management. **Political support** in forming such partnerships **is crucial** due to fact that most of stakeholders will involve in such partnership much more likely if initiative is taken by the influenced politicians (i.e. mayor of the city).

Once the partnership is established it is necessary to start with **strong initiatives** and gather all partners on concrete activities, such as development of project ideas and project pipelines and other initiatives that would made **support to self-employment and development of entrepreneurship more effective**.

Lack of such initiatives that would push partners to cooperate and to work together can drive such local partnership to become just a formality.

We strongly recommend that local governments take over the role of coordinator of such platforms for cooperation.

## EXPECTED RESULTS:

Expected results of such platform for cooperation are numerous.

For start they can enable entrepreneurs to present to institutional and also to deinstitutionalized providers of support their very own needs and expectations, what will enable providers of support to **developed and offer more effective support** to entrepreneurs in their locality.

Also, universities, vocational and adult education institutions, employment services can develop new or modify existing curricula and **develop new educational programmes tailor made to needs of local entrepreneurs what will increase employability of the job seekers.**

Also, such local partnerships **can generate concrete projects** and due to diversity of members (institutions, local and regional governments, educational institutions, NGOs, SMEs), they can fulfil requirements of applicant and partners **eligibility in most of EU funding opportunities.**

They can also use **strengths coming from the variety of sectors and develop own educational programmes.**

And as most important, they can be used as a **tool for analysing current and future dynamics on the market** and it needs and for development of strategies.

## 7.2 DEVELOPMENT OF MULTI-ANNUAL STRATEGY OF ENTREPRENEURSHIP DEVELOPMENT ON THE LOCAL LEVEL

### RATIONAL

On the EU level and national levels, most, if not all EU member countries, are **developing multi-annual strategies for employment**, for development of entrepreneurship and other strategies that would lead to faster and stronger development of economies.

Within the project we have identified that lack of such strategies on the local levels is evident. Despite some partners have developed certain strategies, such as human resources development strategy, clearly it is necessary to develop multi-annual strategy for development of SMEs. Within such strategy, according to **analyses** that must be made, ambitious business in locality can be identified, **specific branches that will be supported** can be determined and entrepreneurs and those one willing to start business of their own can have a clear view what branches and what kind of support they can expect.

### RECOMMENDED ACTIVITIES:

This is one of the **activities that can be initiated and implemented within platform for cooperation.** Within such platform all relevant stakeholders required to engage in the process of analyses and prognosis of the market and market trends are included.

According to the analyses, **ambitious business** that are most perspective to flourish and grow, must be set, and the support itself for each branch that will be supported

must be, at least in general, set within such strategy.

It is recommended to **include wide range of stakeholders** that will participate in development of such strategy (local and regional governments, employment services, chambers of commerce, chambers of crafts, universities, vocational and adult education institutions, associations of employers and entrepreneurs, technology and business parks, development agencies, national government etc.)

### EXPECTED RESULTS:

Development of such strategy, would have **multiplied effect on development of local economies.**

By setting the **list of ambitious business as priority sectors that would be** supported in a multi-annual period, according to analyses and projections of future trends, several levels of stakeholders would benefit:

1. **entrepreneurs** could **develop or modify their business** according to strategy priorities
2. those willing to start a business of their own can **get familiar in advance what are the ambitious business** that will be supported in their locality
3. educational institutions could develop **new educational programmes that would enable job seekers to match their skills and knowledge with the need on the labour market**

### 7.3. MORE EFFECTIVE PROMOTION OF EXISTING SUPPORT DIRECTED TO ENTREPRENEURS WITHIN LOCALITIES

#### RATIONAL

As it has been concluded within the survey, it is evident that a large number of **entrepreneurs are not familiar with the existing support.** That implies that the existing support itself may be effective but the potential consumers that would benefit from it are not aware of it.

Within the local workshops implemented during the project it has been noticed that one level of providers of support are not familiarized with activities of different levels of support providers. Within the survey **entrepreneurs highlighted the need to develop and offer one informative point** where entrepreneurs and those who are considering to start a business can inform themselves about all existing measures and tools developed to support entrepreneurship provided by different level of stakeholders. Best practice of one of the partners, **City of Warsaw**, clearly indicates that info points which provides information to citizens about entrepreneurship and support they can achieve **has positive impact on the increased number of business starters.**

To introduce as wider interested audience is it possible **about existing support** we recommend development and implementation of additional means of informing and promotion to the target group.

## RECOMMENDED ACTIVITIES:

**Platform for cooperation** as first recommendation in this publication can also be used for this purpose. As all relevant stakeholders in the field are gathered, information about existing support provided to entrepreneurs is easily to collect, consolidate and presented to public.

We recommend to develop a **web site dedicated exclusively to support of entrepreneurs** and business starters with **explained procedures and steps for starting a company, required resources, links on the web sites and contacts of all relevant stakeholders in the locality**, including national, and of course overview of all existing measures and tools at disposal for business starters and existing entrepreneurs.

As one activity that should have positive impact, we propose also to organize **free of charge info-lectures and workshops for entrepreneurs** with different aims (e.g. workshops how to start u business, how to apply a project on the local/ regional call for proposals for grants, info lectures about changes in legal and financial frame etc.).

**Setting the info-point** in the cities and informing the citizens (especially students and young unemployed citizens) about self-employment and starting an own business as an option for achievement of economic independence and existence, providing useful information and directing them to providers of support.

## EXPECTED RESULTS

It is to expect that implementation of recommended activities would **increase the number of new business starters**, increase the **level of knowledge** about existing support that is being provided to entrepreneurs and **motivate** new and existing entrepreneurs to **explore** their businesses.

## 7.4 DEVELOPMENT OF PUBLIC BUSINESS INFRASTRUCTURE (i.e. technological parks, science parks etc)

### RATIONAL

Within the locality it is not enough just to **provide to potential and existing entrepreneurs** information, advices and certain financial subsidies, especially when it comes to innovative entrepreneurs that have big potential to turn business idea to innovative successful business and start to employ their own employees.

To support and stimulate **cooperation between science and business** sectors and increase the competitiveness of locality, it is important to offer in your **public business infrastructure** that would offer to **ambitious innovative entrepreneur** (usually ones oriented to the new technologies, business premises (offices, production holes, laboratories etc) with favourable rent that the market offers.

**In the project** we had opportunity to introduce with outstanding **examples** of such infrastructure, not only the one that support entrepreneurs oriented to **new technologies**, but also to **cultural and creative entrepreneurs**, what is presented in

the chapter about the best practice.

However it is **not enough** to provide **business space** to entrepreneurs. Such business infrastructure must offer **variety of services** to entrepreneurs that would **support** them and follow them on each step of transformation of ambitious business idea to the successful business.

### RECOMMENDED ACTIVITIES:

Building of such infrastructure cannot be done without a **proper analyses not only of the needs and market trends** in locality but also of the region or even one part of the country. Some localities may be too small to have a need to offer such infrastructure and services if for example it already exist in the regional level or, for instance, if there is large number of empty office spaces and other business premises offered by the private sector under the affordable prices.

If a need for such infrastructure and services provided within is evident, feasible and if cost-benefit analyses show that such investment is profitable and sustainable, we recommend the use of EU support (i.e. European regional development fund).

Also, according to the best practice exchanged in the project, we **recommend to consider an option of putting the abandoned factories** and similar premises in the service of support of **cultural and creative entrepreneurs**.

### EXPECTED RESULTS:

If such business infrastructure is good positioned, offers services that lead entrepreneurs from ideas to self-market expansion, than such public infrastructure has **good potential** to become economical driver of the locality and the area it is located to become economic area. Clearly, most important expected result of such investment is to **increase the competitiveness of the locality** (i.e. region) and to **improve the investment marketability**.

## 7.5. PROMOTION OF ENTREPRENEURSHIP AS A PREFERRED CAREER PATH AMONG THE YOUTH

### RATIONAL

As it is stated within the **Entrepreneurship 2020 Action Plan** of the **European Commission entrepreneurship** has not been recognized as a **preferred career path**. Despite the fact that entrepreneurs create jobs and power the economy their successes are not presented as role models in the media. For young people, this makes an entrepreneurial career rank rather low in the list of attractive professions and it is a deterrent to those who might want to become entrepreneurs.

To change the mind-set of our citizens, especially among young people, and **enable them** to perceive **entrepreneurship as attractive and challenging carrier path**, best practise of successful entrepreneurs and their achievements must reach them.

## RECOMMENDED ACTIVITIES

As proposed in the Entrepreneurship 2020 Action Plan, we also invite local governments and other local stakeholders to **appoint well-known local entrepreneurs to become “the face of entrepreneurship”**, as role-models, and to promote importance, challenges and rewards that entrepreneurship can offer to those who are willing to **take the risk and start own-business**.

Organization of public conferences, **workshops in secondary schools and universities**, and promotion of entrepreneurship as a carrier path with great potential are also activities we recommend to implement.

## EXPECTED RESULTS

Waking up the entrepreneurial spirit and creation of environment that will applaud and support those who dares to take the risk and start a business of their own will for sure have positive effect on the mind-set change of our citizens, **especially young people, motivating and encouraging** them to consider an option to **become entrepreneur**.

## 7.6 INTRODUCING NEW ELEMENTS INTO CURRICULA OF PRIMARY, AND SECONDARY SCHOOLS, VOCATIONAL, HIGHER AND ADULT EDUCATION THAT WILL DEVELOP ENTREPRENEURIAL SPIRIT AND MINDSET

### RATIONAL

According to surveys<sup>1</sup>, **between 15% to 20%** of students who participate in a mini company programme in secondary school **will later start u business on their own**.

Benefits of **entrepreneurial learning** are recognized even if a person don't become entrepreneur afterwards. Such education **develops business knowledge and essential skills and attitudes including creativity, initiative, tenacity, teamwork, and understanding of risk and a sense of responsibility**. All those skills and knowledge **improve and increase employability of individual in general**.

In part of EU member states local and regional governments are responsible for primary and secondary education and are founders of public universities.

Therefore we invite them to introduce new modules and educational activities across primary, secondary, vocational, higher and adult education and **offer the opportunity to young people to have at least one practical entrepreneurial experience** before leaving compulsory education, such as running a mini-company, being responsible for an entrepreneurial project for a company or a social project.

Also we invite local and regional governments to **develop projects together with educational institutions** that will enable entrepreneurial education and to apply such projects to the upcoming **European Social Fund funding opportunities**.

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<sup>1</sup> C. Jenner, 'Business and Education: Powerful Social Innovation Partners', Stanford Social Innovation Review (Aug. 27, 2012)

## EXPECTED RESULT

As the surveys have showed, 15-20% of students who are involved in educational learning starts an own company, what clearly indicates the **importance and the benefit of introducing innovative entrepreneurial learning modules into regular, but also adult education.**

## 7.7 CREATING OPPORTUNITIES FOR LOCAL ENTREPRENEURS FOR PROMOTIONS OF THEIR PRODUCTS AND SERVICES ABROAD

### RATIONAL

It is obvious, in current time of open common European market, that entrepreneurs seek for new opportunities to expand their company, look for new markets, development of their companies, learn more and by it be able to have more financial resources for their activities. In our time it is not a problem to open a branch of company in other country, problem appears when it comes to promotion of such new, not-known company and how to convince local society that products, offer or activities are reliable, solid and worth to invest in. In perception of people big role always play national stereotypes for particular, such f. ex. German product, companies or people in general are reliable, solid and punctual, Polish people have been recognizable as people, who are willing to work, earn money, but from the other hand, in past they were noticed as not to reliable. Of course we can enumerate lot of positive and negative stereotypes, but all of us are at this moment members of one common market, all of us are members of the European Union and we all should be treated equally. Now our role, as representatives of local administration (we are her to provide services to our citizens), is to make our entrepreneurs be able to run their business abroad on the same rights as native entrepreneurs.

### RECCOMENDED ACTIVITIES

We can give as an example, Polish Centres of Export, which are located in Offices of the Region, in each 16 regions of Poland. Project called "The systemic project "The Network of Investors and Exporters' Service Centres (COIE)" is co-financed from the European Regional Development Fund, Innovative Economy Operational Programme, 2007-2013. is supervised by the Ministry of Economy in Poland. Through this project local entrepreneurs are supported through and have ad hoc help provided by the regional consultants, who are willing to help entrepreneur to open branch or set up a new company in country, which they want to.

For promotional activities we also strongly recommend to contact with Embassy of the Country, apart of that frequently companies from same country set up in unions to be able to collaborate, be support for each other.

In nowadays we cannot forget about using social media, such as Facebook, LinkedIn or other, it is great , low-cost mean of promotion and today seems to be really absolutely necessary to have new clients.

Entrepreneurs should also have in mind that as much visible they are, the more

possibilities for development they have. International trade fairs are excellent example of such type of promotion, probably for most of companies, taking part in such event is very expensive, and in analysis of cost-results appears not on plus, but it's always worth considering. Again, as an example we can give Polish Program of Economic Promotion of Eastern Poland.

### EXPECTED RESULTS

Changing image of companies abroad which at same time gives an opportunity to have more business contacts, and as follow up more money, satisfaction and more means to further promotion. Promotion of company in foreign market is also a chance to show other societies, that we as citizens have something special, unique and that can lead to changing perception of our countries for better.

## 7.8 CREATION OF LONG-TERM PLATFORM FOR COOPERATION AMONG RELEVANT STAKEHOLDERS BETWEEN EUROPEAN CITIES

### RATIONAL

EU Member States have different economic and political heritage, most of them have a long tradition of free market and capitalism, while majority of those who joined the EU after the year 2004. have a long history of socialism and communism. Despite such history some of the EU Members accessed the EU after 2004. made huge steps in liberalization of the market and have developed representative infrastructural and soft projects and initiative directed to support entrepreneurship.

For this reason we strongly recommend, despite each country and even each locality, has its own characteristics and specialities, to **establish a cooperation with other EU cities and regions and exchange know how and best practice in supporting entrepreneurship**. Learning from each other, disseminating best practice and development of joint initiatives and projects, with the emphasis of the use of EU finding opportunities, is a good way to make a positive shift in support to entrepreneurship.

### RECOMMENDED ACTIVITIES

Almost each city have already **twinned with other cities** that shares common values and have similar preferences. We recommend to each city to use already established cooperation with other cities and to expand it on the field of entrepreneurship. After initiating such cooperation it is essential to **gather all relevant stakeholders and to initiate joint initiatives and project development**.

We would also recommend if there is **written agreement** on cooperation between twinned cities to expand it additionally and formally to the field of entrepreneurship support. It is also to recommend **not to include only the relevant stakeholders in the field of entrepreneurship**, but also to **include those cities administrative bodies in charge for the EU projects**.

### EXPECTED RESULTS

Joint project development and development of other initiatives are the most important

result of this recommendation. EU through its programmes and funds, **such as ESF and more than few Union Programmes (COSME, ERASMUS+)**, offers **lot of opportunities to apply international projects in the field of entrepreneurship**. That represent a great potential for city administrations to effectively use EU funding opportunities for a concrete projects that will not only support cooperation between cities, but also **support activities directed to entrepreneurs**.

## 7.9 EFFECTIVE USE OF EU FUNDING OPPORTUNITIES DIRECTED TO DEVELOP ENTREPRENEURSHIP AND ENABLING BETTER ACCESS TO FINANCE

### RATIONALE

All people who had even heard of term EU funding have similar thoughts, that it is very complicated, requires lot of papers, procedures, administrative work, biurocracy and what's most takes a lot of time. Even if it is not checked, confirmed information, people usually after such statements, get reluctant to even start, call or ask anybody for more details and assistance.

But we all must be aware that EU funding must be clear, transparent and totally according to the rules and law which set EU institutions. Cause all of the countries have financial contribution to all of funding.

Our role as representatives of local business support institution is to make those funds more friendly and clear for our citizens, enabling them better access to them.

### RECCOMENDED ACTIVITIES

We proposed regularly meetings with entrepreneurs, if not them itself (we are aware that entrepreneurs are focused on their company, not wasting, in their opinion, time on meetings with administration, administration which frequently have bad collocations for companies), then with them in f. Ex Chamber of Commerce, Trade Unions, and similar.

If some call for proposal is open for entrepreneurs meeting can be organised and details of rules, documents can be explained in easy way for entrepreneurs, such information can be disseminated through newsletter, radio, webpages, local media, City Hall (who obviously have contact to enterprises). We recommend that local administration should be a contact point for Association of Employeers, Trade Associations, Unions, because still, unfortunately, entrepreneurs will have more trust in them, will be more willing to meet with such organisations on more neutral ground than in f. Ex city hall or labour office.

### EXPECTED RESULTS

Building network, platform of cooperation in line city administration-trade unions/ associations-entrepreneurs, which will create long lasting cooperation and in time will lead to building sense of trust to representatives of administration.

Such an assistance in making access to funding will lead to the point, that companies will have more chances to receive funding, through it will be able to invest in expansion of company, in many ways; buying/renting bigger office – paying taxes to the city of

location, employing more people – giving job to the local people, create innovative, developing solution – changing image of company, making it be recognizable on local, or even perhaps wider market

## **7.10 EFFECTIVE SUPPORT TO NEW FOREIGN ENTREPRENEURS IN THE PROCESS OF LICENSING AND OTHER AUTHORISATIONS NECESSARY TO START A BUSINESS ACTIVITY**

### **RATIONALE**

As much countries, that much procedures, documents, payments and obligations to set up a company. This publication in Project Partners chapter can give you few examples how it is to create a company in Poland, Croatia, Spain, Italy, Sweden. Even though we are members of one community – the European Union, we all have separate, often confusing regulations. Probably it is still hard just to go to the City Hall of chosen city in foreign country to have all necessary information at one place, one time, clear, understandable and fast.

### **RECCOMENDED ACTIVITIES**

Information about how to create, licence and authorised a company are for sure available of the webpages of particular country Embassy, but our role should be to take it level lower. To give even just a link on our local webpages, or in city hall departments responsible for economic activity, it will always be simpler, less discouraging for person to get such information, worse thing is always sending somebody from one institution to other one without getting any necessary advices. It could also be good if in such department of establishing company would be one or two people who could give an information in foreign language, f. eg in English.

### **EXPECTED RESULTS**

Expected results are coming to mind easily, right after reading recommended activities, our goal is to make all procedures easier, less complicated and more friendly. New business opened in our country will lead to economic growth and at same time will generate money, jobs and better quality of life. Globally we now reach point where in big companies are needed less people because of system of automatic, computers. Less people can find employment in them, still it is a problem in lot societies, reduction of employment in big factories, because machines replace people. We all as local managers, must now be concentrated on smaller economic activities, how we can help them to survive on market. But as first step we must all help them to start that business.





