

# PURE COSMOS – ACTION PLAN



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## Part I General Information

Project: PURE COSMOS

Partner organisation: Ústí Region

Other involved partner organisations (if relevant):

Country: the Czech Republic

NUTS region: NUTS II Northwest

Contact person: Ing. Jaroslava Kuzniruková, Head of Department of Project Strategy, Preparation and Realisation

Email: kuznirukova.j@kr-ustecky.cz

Phone number: +420 475 657 614

## Part II Policy Context

The Action Plan contributes from the perspective of the European Regional Development Fund (ERDF), to improvement of the “Programme of Investments into Employment Growth”.

Policy instrument: **Operational Programme Enterprise and Innovations for Competitiveness (OPPIK)**, represents the operational programmes thanks to which the Czech Republic can draw money from the [EU structure funds<sup>\[1\]</sup>](#) in the programming period 2014 – 2020. OPPIK is mainly designed for support of investment projects of Czech businesses, but the grants are also used by the public administration. An accent is especially put on the projects supporting SMEs, research and development, energy savings and ICT. Total budget of the programme is about of 4,3 billion EUR (117 billion CZK).<sup>[2]</sup> OPPIK is managed by the Ministry of Industry and Trade of the Czech Republic.

Action Plan of the PURE COSMOS project implemented by the Ústí Region follows Priority Axis 2 – Support of enterprising especially by facilitation of economic utilisation of new ideas and by support of establishment of new companies, Specific target 2.1 – Increase Competitiveness of Start-ups and Developing SMEs through more available external funding and to improve quality of consulting services.

Ústí Region is an author of the Regional Innovation Strategy and the regional annex to the national RIS 3 which is an ex ante conditionality of OPPIK and its successor in the programming period after the year 2021. In this manner the Ústí Region directly prepares materials for development strategy for the following programming period. Support of regional companies and businesses but also Innovative Public Administration (priority C 2.1) belong to strategic plans of the Regional Innovation Strategy of the Ústí Region.

## Part III Description of the Planned Action

### 1. Background – Definition of the Addressed Issue

We verified in the analytic part of the PURE COSMOS project that there is a number of programmes focusing on support of businesses on regional and national level or programmes of various actors. The businesses do not often orientate themselves in the complex system. They do not know what is suitable for whom and, there are often overlaps either in the analysis of the needs (the same questionnaires from various subjects), and also in the services provision. It is necessary to find a model for the coordination and integration of various services on the national and regional level.

Within the PURE COSMOS Action Plan the Ústí Region seeks for the interconnection of stakeholders and coordination of services from the regional administration side – the Ústí Region, this is by creating a business “One Stop Shop” – a contact point where businesses will find information on the supporting programmes.

The plan of the Ústí Region is not only to create a “shop window”, where businesses can see various types of services but also an active system for monitoring needs of companies on the basis of principles known in the business sphere as “Key Account Management”, where one consultant knows the needs of his company portfolio and is able to provide public services regardless their provider (Regional Chamber of Commerce, CzechInvest etc.). We also want to achieve sharing information on the needs of local companies with the support of the shared information system (so called CRM, Customer Relation Management, users of public services).

Action Plan focuses on topics:

- Structure and role of regional partners, services providers
- Coordinating role of the Ústí Region, motivation for partnership
- Performance indicators, KPIs

To address the issue we assume the examples of good practices in the Register of Good Practices assembled from the verified procedures of the PURE COSMOS project partners. Possible approaches and details were checked during the peer to peer activities, study tours and within the import workshop with the colleagues from Birmingham and Thessaloniki.

Example of a good practice (GP) is for us, within PURE COSMOS, an example of GP 28, Growth Hub Birmingham Solishul. Here a similar issue is addressed which is the coordination among various services for SMEs implemented by the public administration and other NGOs and universities funded by public budgets. Growth Hub addresses effectiveness of services in a defined area. It is a “shop window” for services and provides basic orientation of a business in the services provided by his partners.

Other GP which supported us to solve the identified problems:

GP 1 - Ok Thess – the pre-incubator Thessaloniki inspires us to create new services for SMEs. They are implemented by the Innovation Centre of the Ústí Region (ICUK) in the area of the Ústí Region. They are pre-accelerating services which are the services provided in the period when only an idea but not a company exists.

GP 8 - Florence – “One Stop Shop” focused on the reduction of administrative obstacles and our plan mainly supports services for business. But some parts of the Florence GP will be usable for us in the future.

GP 21 - Investition Bank Sachsen Anhalt, here we found an inspiration in the multichannel communication of the programmes for SMEs that is combining websites, personal consulting and call centre, all based on the principles of “Key Account Management”, where one consultant takes care of the group of companies and knows their needs in detail.

GP 23 - Catalonia – support of innovative SMEs, here the inspiration for us is to improve services mainly of ICUK (various types of vouchers, regional specification 3S).

GP 25 - Catalonia – the principle of providing public services for SMEs through “One Stop Shop”, The Catalogue of Alternative Funding - GP 30 and Vouchers for Services (internationalization).

Part of ideas were realised till now, description is provided in Part II. Second stage of activities will be focused especially on ICT support of “one stop shop” services. We expect some impacts on OPPIK in the period 2018 -2020, but the main impact is envisaged in the new document after 2021.

There are two reasons:

In 2019 – 2020 seems there will be last calls financed by current policy document

ICT support tools will be realised till the end 2019, so impact will increase in 2020 and in the following years.

## 2. Action – Establishing a Business Contact Point – “One Stop Shop”

### 2.1. Basic Description

Action – establishing a joint contact point for business, called “One Stop Shop” (OSS). OSS is a website service completed with services provided by phone and physical consulting (face to face, F2F) with the possibility to take off the information over the Twitter channel, newsletter and social networks (Facebook, LinkedIn). The services focuses on providing information from the public administration towards the businesses to strengthen the stability and growth of companies in the region, attract other companies and qualified labour into the region. ***The target is not to provide services to the businesses directly. The service informs which tools provided by the public administration (partners, stakeholders), may a company use to address its issue.***

### 2.2 Model of Services Clustered in OSS

Model was developed by partners like

- CzechInvest – regional branch
- Chamber of commerce, regional office and district basic organizations.
- Innovation centre Ústí (ICUK)
- Employment pact of Ústí Region

In addition, national partners, such as CzechInvest and the Technology Agency of the Academy of Sciences of the Czech Republic, have signed a co-operation agreement with Ústí Region.

The model of services provided by OSS is based on regional partners (stakeholders) discussions. The data available to the OSS contact points (OSS consultants) will consist of:

- a) Description of services (cards of services) provided by the regional institutions (for example services of the Regional Chamber of Commerce, regional branch of CzechInvest, ICUK and the Pact of Employment of Ústí Region).
- b) The cards of services provided by the national partners (for example CzechInvest, the programmes of financial support, MPO export support etc.)

- c) The cards of multinational services (for example interconnection with the European Enterprise Network - EEN).

The data will be provided at least in the format of the Card of Services containing these information:

- a) Basic description of services
- b) Provider
- c) Regional availability of the service
- d) Services costs for the companies
- e) KPIs, quality indicators of the service provided
- f) Contacts your service provider

In the future, language mutations of the cards will be available in Czech, English and German language.

The cards of services are available for public in specific database. Model is described on diagram in appendix.

### **2.3 Target Groups**

Entrepreneurs in the region, specific focus on:

- Start-up companies
- Innovative growth companies with higher added value
- Other parties interested in the information in compliance with the target group of services

The companies, that are outside the region which could establish branches, cooperation relations etc. in the region.

### **2.4 "One Stop Shop „organisational issues.**

Ústí Region, Department of Industry, Human Resources and Enterprising Support, is the OSS coordinator. The services providers are partners described in Chapter 3. The services will be divided into two parts from the organization and ICT solution perspective.

#### ***User interface – front end***

- Websites, the service will be operated on the websites of the Regional Permanent Conference of the Ústí Region, [www.rskuk.cz](http://www.rskuk.cz)
- Personal consultancy
- Call centre
- Chat application

- Workshops and meetings

***Service background – Back end***

- Coordination of services controlled by a joint committee of the Ústí Region and the stakeholders
- Service development – stakeholders
- Share database of information (CRM)
- Evaluation of the service quality provided (QA, quality assurance)

Other IT services may be assigned to the portal which will serve for searching information and public service provision:

- a) Feedback of the business sphere to various types of services (Google docs, tools for opinion poll of the Monkey Survey type)
- b) Data collection on the regional companies, for example using text mining (J. E. Purkyně University in Ústí nad Labem and others)
- c) Link with the open data which the cities and the Ústí Region has (smart region/city).

Model of the service provision is described in the follow-up canvas model.



Business Model Kontaktní bod pro podnikání /OSS/

ISSUE	SOLUTION	SOLUTION VALUE	SYSTEM ADVANTAGE	CUSTOMER
<p>There is a lot of existing programmes for business support on the regional and national level and also at various actors (Chamber, projects of the Economic and Social Council, J. E. Purkyně University in Ústí nad Labem etc). Business do not orientate in the complex system. They do not know what is suitable for whom. There are often overlaps of support.</p>	<p>Interconnection of stakeholders, coordination of services by the regional administration, creating business "One Stop Shop" one contact point where a business gets information about all support programmes – a shop window of public services for business.</p>	<p>It means decreasing transaction costs for business related to the search for a suitable service.  It means increasing efficiency of cooperation and decreasing costs (increasing effectiveness of the service provided) for both parties.</p>	<p>Established relations with the stakeholders (CzechInvest, Regional Chamber of Commerce, Economic and Social Council, Innovative Centre of the Ústí Region etc.)  Government support of the structurally disabled region</p>	<p>Businesses in the region, specific focus on</p> <ul style="list-style-type: none"> <li>- Start-ups</li> <li>- Innovation growth companies with higher added value</li> </ul> <p>The companies outside the region which could establish branches, cooperation relations etc.</p>
	<p>OSS will be formed by the team of consultants (the Ústí Region or at partners') who will provide information, plus ICT support (website etc.)</p>	<p>SIMILAR SOLUTION OSS Birmingham, "Key account management" system in the companies</p>		

<p><b>EXISTING OPTIONS</b></p> <p>Each subject providing public support of business and innovation performs separately from the other offer.</p>	<p><b>KEY INDICATORS</b></p> <p>Number of consultancies to the companies  Number of visits to the websites  Satisfaction of companies with the OSS information  Satisfaction with the services provided by the partners  Established partnership</p>	<p>ICT support by CRM (customer relationship management)  Interconnecting activities of the Czech team (CzechInvest, TAČR, EGAP) on the regional level.</p>	<p><b>COMMUNICATION CHANNELS</b></p> <p>Website interface, chatting applications, personal consultancy (F2F), call centre</p>	<p>"FIRST USERS"</p> <p>Companies using innovative and start-up vouchers</p>
<p><b>COSTS STRUCTURE</b></p> <p>Wages of OSS employees  ICT investment support  ICT operational support  Service support from the regional budget (vouchers etc.)  Promo activities, workshops, conferences  Travel expenses  Operation overhead costs</p>		<p><b>INCOMES</b></p> <p>Ústí Region budget  Sharing means with a partner (for example CzechInvest, Technology agency CZ - TAČR)  EU programmes for a new period  Smart Accelerator programme, innovative environment</p>		

### 3. Entities Involved

- **Ústí Region** – The region cares for the comprehensive development of its territory and the needs of its citizens and businesses. The Ústí region is a territorial community of citizens with the rights to self-government. The Ústí region is also a public corporation; he acts in his legal relations in his own name and bears the responsibility of those relations. These days the Ústí Region is looking for ways how to increase the added value to the settled companies. One of the ways is to focus on smaller and medium size growing companies across the branches. OSS should mainly serve to these companies. The Ústí Region will be, as stated above, a coordinator of the association for the operation of “One Stop Shop”.
- **Regional Chamber of Commerce of the Ústí Region (KHK)** – The Chamber of Commerce of the Czech Republic is the most significant representative of the business sphere. The mission of the Regional Chamber of Commerce of the Ústí Region is to create opportunities for enterprise, promote and support measures which contribute to the development of business in the Ústí Region, respectively in the whole Czech Republic, and thereby to overall economic stability of the country. Within the action plan implementation RCHC will mainly focus on services related to the support of small start-up companies, solution of administrative burden and services in internationalization. KHK associated district chamber of commerce (OHK), with local representation, which are closest to the target groups in terms of territorial impact and the possibility of face to face consultations.
- **CzechInvest** – agency for the support of business and investments  
CzechInvest is a governmental organisation subordinated to the Ministry of Industry and Trade of the CR. It negotiates domestic and foreign investments from the fields of production, strategic services and technology centres. It supports small, medium and start-up innovative businesses, business infrastructure and innovation. Within the action plan the regional branch of CzechInvest will mainly focus on the transfer of national programmes for business support into the region (grant programmes, support of start-ups, internationalisation etc.)
- **Innovative Centre of the Ústí Region (ICUK)** – Innovative Centre of the Ústí Region was newly established as an association of the region, Regional Chamber of Commerce and J. E. Purkyně University in Ústí nad Labem. It contributes to the change of the region and higher competitiveness by the support of innovations and enterprise including social innovations. The centre philosophy is based on interconnecting existing capacities and actors, searching for complementary approach and synergies. So the centre is not a research organisation but it fulfils the role of a facilitator, it is to create opportunities for cooperation and support

of research and development and innovative activities. Within the action plan its task will be to develop services for the segment of innovative businesses. As part of the implementation of the OSS model, ICUK will focus mainly on supporting innovations in companies, connecting companies and research institutions and supporting start-ups.

- **Pact of Employment of the Ústí Region** focuses on three basic strategic directions – economic development, employment and social inclusion. It is a wide partnership of institutions and experts (public institutions, schools, business associations, trade unions) with the target to create and implement a set of measures/projects for the support of employment and education of the Ústí Region inhabitants in practice, innovation potential of the region with the specification to support the creation and sustainability of the current jobs, creating background for human resources, support of technical, professional and apprentice education, support of business, enterprise and creativity, supporting change in the qualification and related education. As part of the implementation of the OSS model, it will then focus on education programs, lifelong learning and the labour market trends.

#### 4. Time Schedule

	II Q 2019	III Q 2020	IV Q 2019	I Q 2020	II Q 2020	III Q 2020	IVQ 2020	I Q 2021
Cooperation agreement	XXX							
Finalization of service cards, design, indicators	XXX	XXX						
Agreement finalization and signing		XXX	XXX					
Public tender and delivery of ICT system			XXX	XXX				
Training of OSS staff/consultants				XXX				
Operational trial, testing					XXX	XXX	XXX	
Evaluation of testing								XXX
Opening of full operations								XXX

1. The first step is discussing with stakeholders about final model.
2. The second step is set up quality assurance, service design, finalization of service card and indicators for performance measurement.
3. The third step is signing an agreement on the OSS operation with all the interest parties defined in the point 3 as well as.
4. The fourth step includes preparing tender documentation, selecting a provider and implementing OSS support through information technologies (ICT).
5. The fifth step includes training of consultants mainly with the knowledge of “the cards of services” and their use for the needs of business, OSS clients.
6. The sixth step includes a trial period and tuning debugs of the individual services and their ICT support.
7. Point 7 contains evaluation of the trial period and possible system fine-tuning.
8. Last step is to start up full operation of OSS to be available to all target groups.

The schedule assumes the use of the test operation where, based on limited number of clients, quality of services and the way of their provision will be tested (so called policy lab). After that trial the services will be offered to all the businesses in the region. ICT solution delivery will be a critical part of the project.

## 5. Costs

**Investment costs :** Will be defined by public tender, assumption based on solution research provided during PURE COSMOS project is around 35 000 EUR. The investment costs are approved in Region budget for 2019.

**Personal costs:** Usti Region will ensure the service with current employees. The partners will be paid from the budget of the Usti Region, where the Innovation centre is already receiving an operating grant of 240 000 EUR, which should also cover the costs of providing services to the OSS. The services provided by Chamber of commerce should not exceed 40 000 EUR/year).

## 6. Sources of Funding

- Regional budget of the Ústí Region
- Sharing of financing with partners (for example CzechInvest), mainly for funding programmes on the national level.
- EU programmes for the new period after the year 2020, it will be operational funding after the year 2021.

## 7. Monitoring

The aim is to provide "Improved services delivery to SMEs benefiting from the instrument (20% improvement) by 2020", the indicator is the (increasing) number of applications submitted by SMEs. Data will be delivered by CzechInvest through database of Ministry of Finance (CEDR)

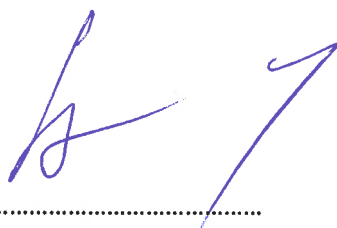
Key performance indicators (KPI) for O.S.S.:

- 1) Number of companies listed in O.S.S. database (CRM); originally 100 companies, target 200 companies.
- 2) Number of companies using regional financial vouchers (innovation, startups) to increase the capacities in projects implementation; originally 40 companies, target 80 companies
- 3) Number of "Cards of services" (products) offered through OSS; originally 0, target 20 services.

The results will be summarised in "Evaluation report".

18. 06. 2019

In Ústí nad Labem,



Oldřich Bubeníček, Governor of the Ústí Region



Appendix, OSS Model

