

THE ROLE OF THE INDIVIDUAL FIRM IN THE ECONOMIC RESILIENCE

Are you interested in learning how individual firms can increase its resilience amid COVID-19 pandemic?



FOUNDATION
Interreg Europe

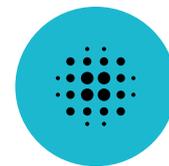


TUESDAY, 6 OCTOBER 2020

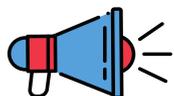
11:00 - 13:00 (CET time)

[CLICK HERE TO REGISTER](#)

FOUNDATION CONFERENCE OCTOBER 2020



Part A



11:05 WELCOME SPEECH



JOHN HOBBS (LEAD PARTNER)

Senior Lecturer at Cork Institute of Technology

Project introduction

PAWEL TETELA (POLAND)

General Manager - BorgWarner

Actions to increase economic resilience on the bases of an example of an automotive industry company



CAROLE O'LEARY (IRELAND)

Regional Programme Manager for 3rd Level Student Entrepreneurship at Cork Institute of Technology

Student Inc. Supporting Students Entrepreneurs

BALÁZS BARTA (HUNGARY)

Director - Pannon Business Network Association

Way from road transport to intermodal centre – the story of a local company in logistic



ANNA-MARI SIMUNANIEMI (FINLAND)

Research Director at University of Oulu

MicroENTRE Growth Network

WALTER KOHLBAUER (AUSTRIA)

CEO at AGS Engineering

Role of AGS Engineering in times of crisis



PART A Q&A SESSION



12:00 COFFEE BREAK

Part B

12:10 JANINE SMITH (UNITED KINGDOM)

Head of Specialist Services at the Growth Company

Stronger Together – How Greater Manchester businesses worked together at a time of crisis



ELADIO VALCÁRCEL SÁNCHEZ (SPAIN)

General Manager of Mecánicas Bolea Group

The history of Mecánicas Bolea increasing industrial resilience: the generation of Mechanics in Naval and Static Engines



IEVA RAGAUSKIENĖ (LITHUANIA)

Sales Project Manager at Ekofrisa

How Ekofrisa used crises to their advantage



DAVIDE BEZZECCHI (ITALY)

Head of Industrial Research and Innovation Area of Unindustria Reggio Emilia

Engaging with start-ups to enhance corporate innovation



PART B Q&A SESSION



12:50 SUMMARY AND MEETING'S ENDING

The meeting will be guided and moderated by
**PhD. Piotr Zawada - Project Specialist of
Rzeszow Regional Development Agency**





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Role of the Individual Firm in Economic Resilience

John Hobbs
Cork Institute of Technology

FOUNDATION Partner: P1 Cork Institute of Technology

Online Webinar 6th October 2020



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FOUNDATION will provide a framework and roadmap for regions facing industrial closures, job losses and uncertainty, to develop economic resilience through collaboration.



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www.interregeurope.eu/foundation

Our Project Partners



& their local stakeholders who have gone above and beyond the call of duty to ensure that this webinar took place – when regions need support getting industry re-opened and people back to work.

Foundation Objectives

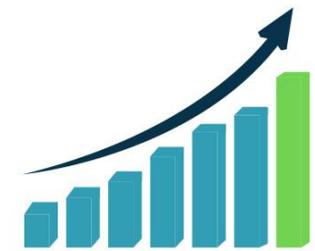


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Good Practice



Resilience

Looking forward to....

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General Manager - BorgWarner

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Thanks

To all our presenters in advance and we hope you enjoy the webinar and made some valuable contacts.



Project Manager - Dr John Hobbs,
Senior Lecturer, School of Business,
Cork Institute of Technology. Bishopstown, Cork.

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Skype: jhobbs.cit



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Paweł Tetela
General Manager
BorgWarner Rzeszów Sp. z o.o.

Actions to increase economic resilience on the bases of an example of an automotive industry company



Special production during the pandemic in BorgWarner



BorgWarner

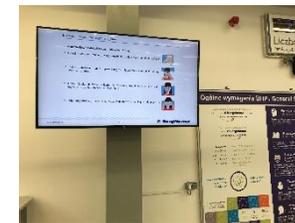
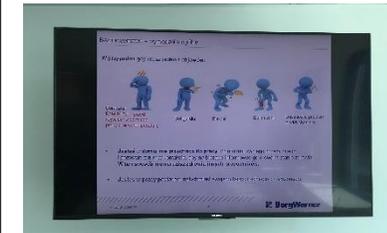
Sanitary regime



Communication boards



TV Screen





Reducing the company's operating costs:

- demurrage
- temporary salary reduction
- work time optimization
- optimization of energy consumption
- external services reduction





Collective redundancy in May with progressive pandemic of Covid 19 and lack of orders

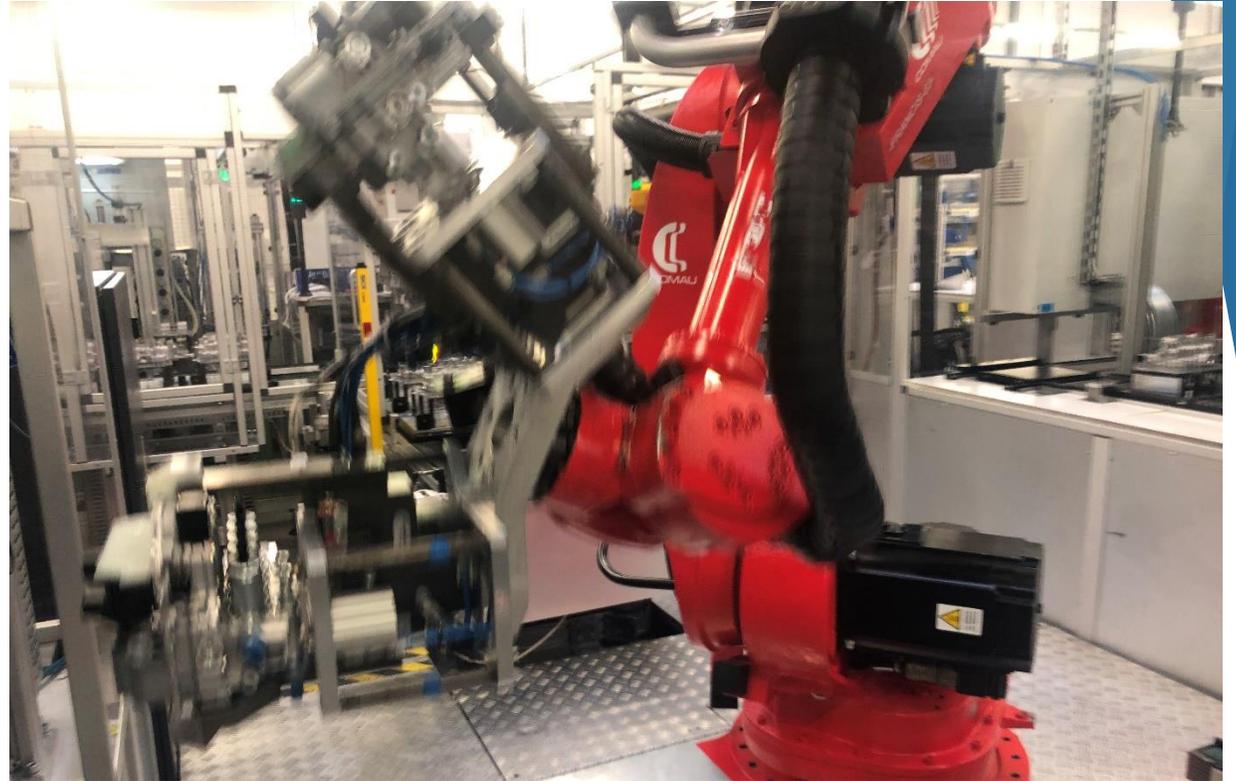
- Change of situation in July 2020 (back to work)





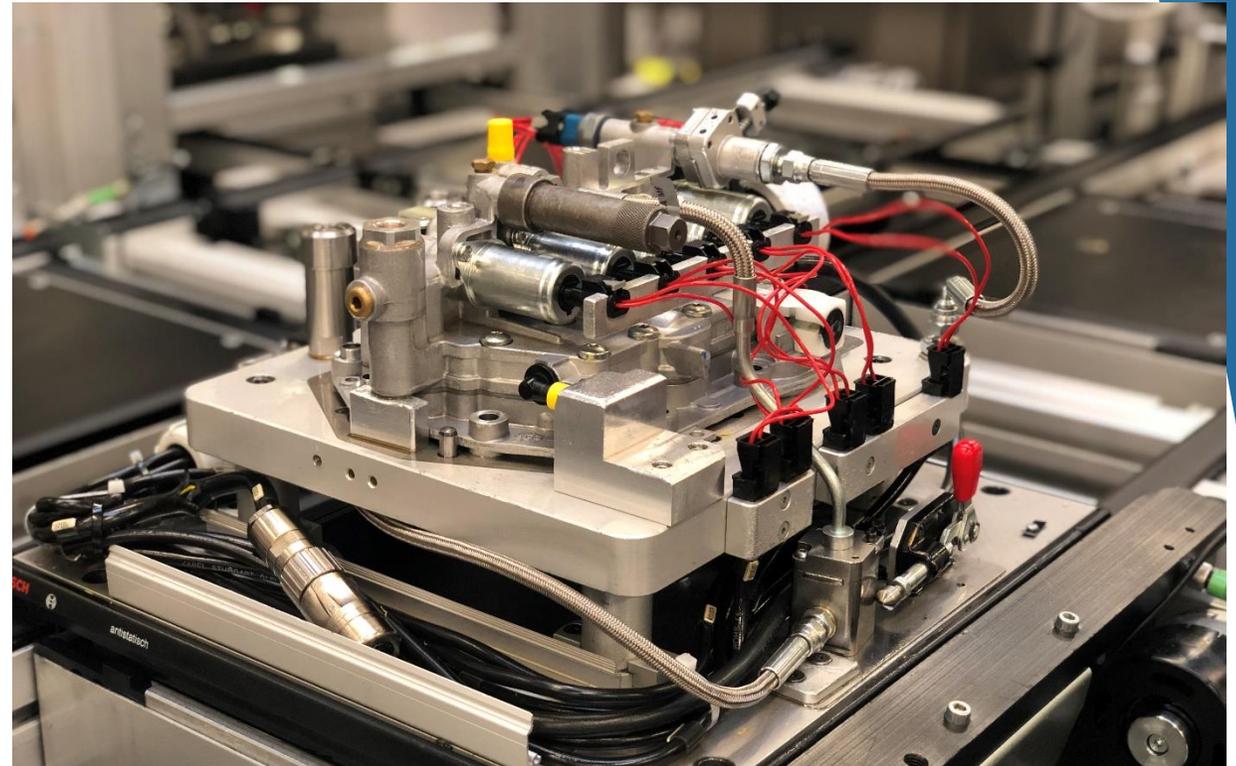
Sales results for the third quarter
of 2020

- situation start to improve





Production and sales targets in
the fourth quarter of 2020





Thank you for your
attention



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Role of the Individual Firm in Economic Resilience

Student Inc. Supporting Student Entrepreneurs

Good Practice Owner: Cork Institute of Technology
Presented by: Carole O’Leary, Regional Programme Manager,
3rd Level Student Entrepreneurship at Cork Institute of Technology



FOUNDATION Partner: P1 Cork Institute of Technology

Online Webinar 6th October 2020





Student Inc. is a co-ordinated, accredited programme supporting student entrepreneurs to develop business ideas or grow their existing businesses in Ireland & to produce more entrepreneurial graduates.

<https://www.studentinc.ie/>

Academic Partners:



Innovation Centers:



Other (Advisory):



Entrepreneurs

Sponsored by:



Transformation & Innovation Fund

Problem Addressed:

Entrepreneurs are one of the world's most precious commodities: as generators of jobs, supporters of local communities and pivotal components of more prosperous societies. Young entrepreneurs are of particular importance. Brimming with potential and energy, their activities, if nurtured and supported, can lead to meteoric growth, jobs and success.

Student Inc was developed to increase the number of start-ups coming from the undergraduate student population in the South West region of Ireland as well as creating more entrepreneurially minded graduates.

How Objectives are reached:

Student Inc. is the first student focused accelerator programme in Ireland, which draws students from academic partner's population to develop their business ideas. It is the only programme in Ireland that provides:



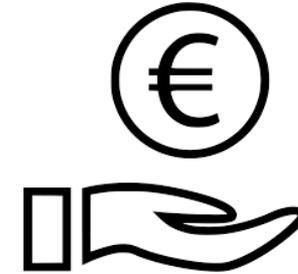
Main Stakeholders:



Resources Needed:

Student Inc programme costs per annum (3 Universities): €330,000.00

- Student Stipend (30 students x €4,000): €120,000.00
- Programme Co-ordinator + 6 x Enterprise Intern Staff: €140,000.00
- 45 x Group Training and 150 1:1 Mentoring sessions + 5 x Lunch & Learn



Note: Cost per Institution (10 students stipend, Co-ordinator, 2 x Enterprise Interns + Training) €136,000.00

Evidence of Success:

- Securing budget of €987,800 from HEA Ireland to run programme for 3 years
- Enabling students to test business ideas in a safe, supportive environment.
- In 2019/20 the project partnership interacted with 3,400 students who pitched 880 business ideas
- Creating more entrepreneurially minded graduates, evidenced by growth in applications (40 in 2019, 88 in 2020) for 30 places on the programme.
- 50% of students gaining 10 ECTS credits from participation
- Secured funding to put elements of the programme on-line

Timeline September 2018 – Present (annually):

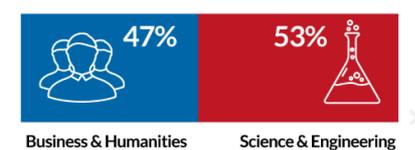
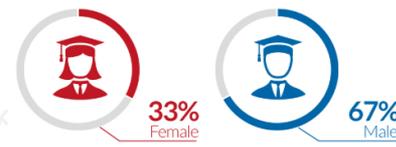
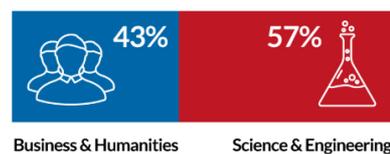
September – April: Promotion & competitions
May : Recruitment / Selection
June- August – Full-time programme



Potential for Learning or Transfer:

The Student Inc. programme is highly transferable as:

- the main beneficiaries are the students who participate and their local economies who gain increased number of start-ups and more rounded graduates who can gain employment in many sectors regionally.
- it can be rolled out to any third level campus with an incubator.
- it is a great model to showcase how collaboration can occur strategically across academia.
- no limits on what year of study participants must be undertaking, students' available span those engaged in Level 6-9 studies in any institution.
- academic accreditation for the programme of 10 ECTS credits has been developed by the Hincks Centre @ Cork Institute of Technology. Incentivises student's involvement as they can gain credit for their learning whilst testing their business ideas.



Challenges Encountered:

- ensuring 'buy in' from academic staff to have lecturers promoting Student Inc. and linking with coursework encourages a cohort of interested applicants.
- Covid-19 meant most face to face training/mentoring activities had to move online.
- Access to on-campus incubators to maximise benefit to students.



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- @Student_Inc_ie
- @CIT_ie
- @ittralee
- @ucc
- @rubiconcentre
- @Tom_CreanCentre
- @HincksCentre
- @hea_irl

Thank you!

Presented By



Carole O'Leary,
Regional Programme Manager,
3rd Level Student Entrepreneurship,
Cork Institute of Technology. Rossa Avenue, Bishopstown, Cork.

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From Shipping to Intermodal Service Provider

Story of a local company in logistics - HUNGARY

Good Practice Owner: Galambos Logistic Ltd.

Presented by: Balázs Barta, Director, Pannon Business Network

FOUNDATION Partner: PP6 Pannon Business Network Association

WS3 Online Webinar 06th
October 2020

LOGALAMBOS
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LITHUANIAN
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Pannon Business Network

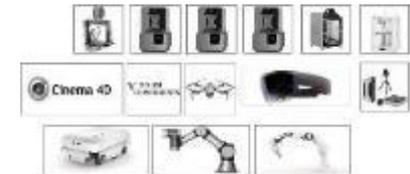


Advanced management – from benchmarking analysis to AI

- Audits and analysis of companies for over 300 SMEs
- Policy recommendations
- New business models and trainings

Advanced technologies – from data analytics to additive manufacturing

- Digital Innovation Hub with broad service and device portfolio
- 50 SMEs and mid-caps trained and applied R&D



Galambos Logistic Ltd.

From a single-member family business to the region's leading logistics group –
by flexible adaptation to the economic environment



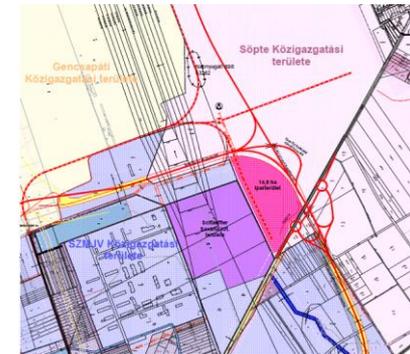
Key challenges:

- Road transport is in difficulty → additional activities are needed
- Transformation of the automotive industry → dominance in current portfolio
- Growing importance of green transport → alternative transport modes

Milestones

- 1991** – established with 1 truck, by the father Galambos
- 1992** – Tamás Galambos (elder son) works for a custom company
- 1995** – Balázs Galambos (younger son) starts as 2nd driver
- 2000** – all 3 family members fulltime work, with functional focuses
- 2003** – generation change – decision on long-term reinvestment
- 2006** – purchase of land for construction
- 2007** – Galambos Group established – Trans, Logistics and Grill

LOGALAMBOS
GISTICKft.



Constant investment

- 2007** – 2.500m² warehouse, truck parking and catering on the new site
- 2011** – development by additional 2.500m² warehouse, with equipment
- 2012** – 2.500m² third stage warehouse
- 2014** – 6.000m² warehouse, equipment
- 2016** – 4.800m² warehouse, equipment
- 2019** – 4.800m² warehouse, equipment

23.000 m² warehouse, 206 employees, 55 trucks in 12 years
– and 1 broken decisive contract



Reaction, reorientation

Move towards multimodality

- Pressure to move to new business area with existing competencies
- Identification of high potential USP in logistics
- 10 mio € investment into modality diversification – railroad with logistic services

Stakeholders:

- Galambos Logistic Ltd/Galambos Group – road transport and logistics services
- Municipality of Vép – supporting the settlement and development
- Chamber of Commerce and Industry in Vas County – CEO is Member of the Board
- Government commitment
- Pannon Business Network Association – finding financial supports (GOP)

Impacts:

- Most of truck drivers had to be dismissed
- Market research done - new customer types are approached
- First letter of intent already signed
- Planned to be operational in 2021



Potential for Learning or Transfer

- flexible adaptation and ongoing re-investment
- rational use of available resources helps the region to adapt to the changed economic circumstances – building resilience
- multinational clients - Unpredictable decision-mechanism
- vulnerability of customers in case of sectoral specialization
- flexible company – political support – public instrument – business support are equally needed



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Thank you!

Presented By



Balázs Barta

Director

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MicroENTRE® Growth Network

Anna-Mari Simunaniemi
Research Director, Ph.D.

Micro-entrepreneurship Center of Excellence MicroENTRE
Kerttu Saalasti Institute, University of Oulu



UNIVERSITY
OF OULU
KERTTU SAALASTI
INSTITUTE

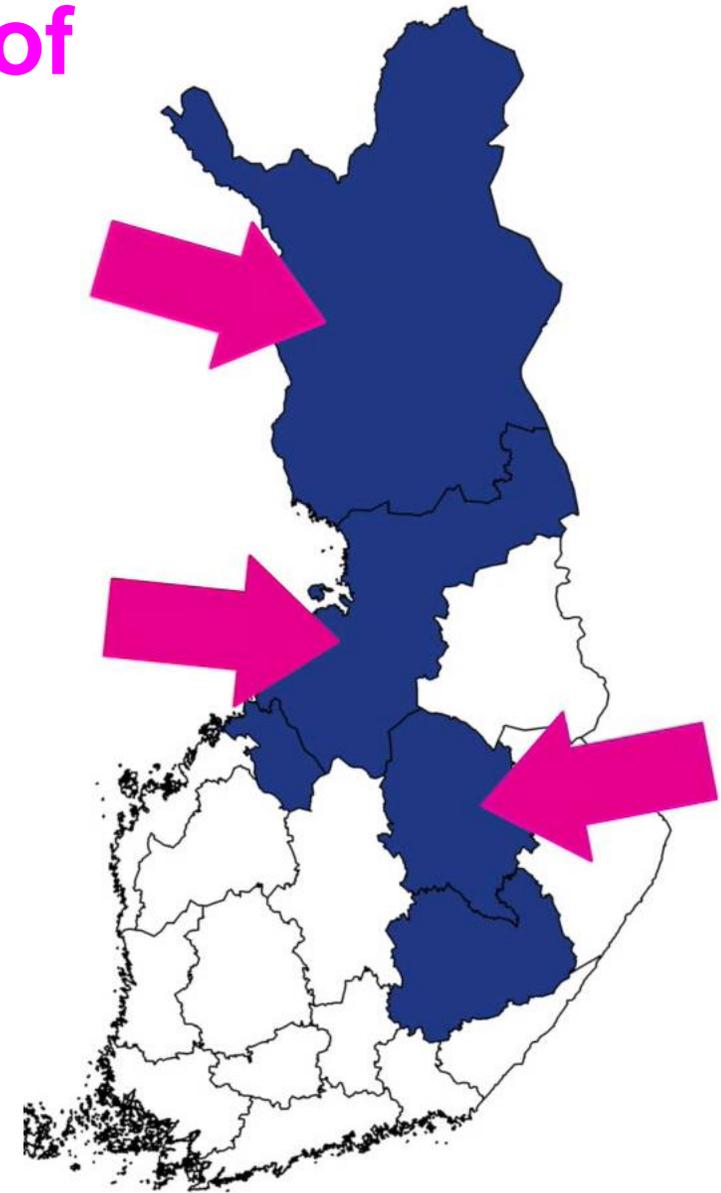


Micro-entrepreneurship Center of Excellence MicroENTRE at University of Oulu

Provides **evidence-based research knowledge** on microentrepreneurship, operational business environment and entrepreneurial culture. Delivers **research-based expertise** on research, development and education to promote growth and internationalization of micro-enterprises. *(since 2011)*

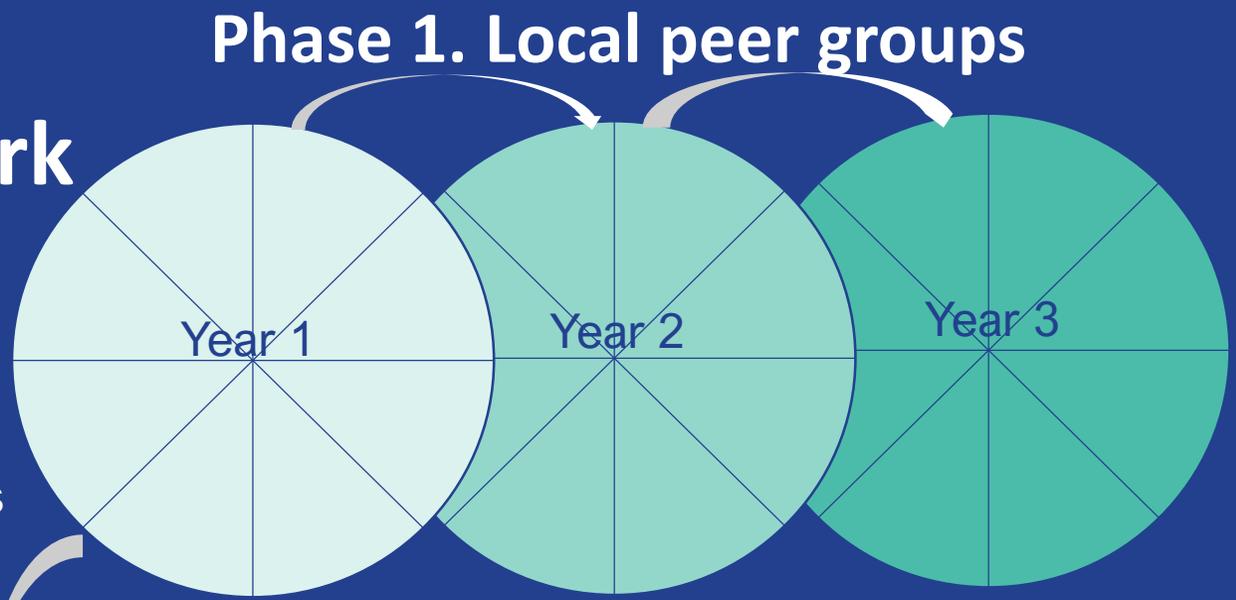
Provides research-based online **education on micro-entrepreneurship** *(since 2020)*

Coordinates the nation-wide and expanding **MicroENTRE® Growth Network** built upon peer-to-peer support and co-created with local public business advisory services. *(since 2015)*



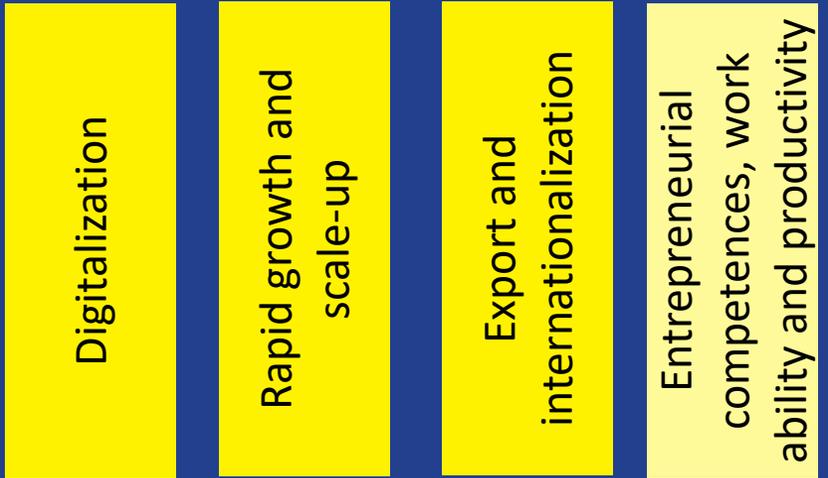
MicroENTRE® Growth Network

Regular F2F meetings
Local coordinator (PBAS)
"Hop on, hop off"
New recruitments; companies
in different growth phases



Phase 2. Virtual theme groups

Online-based training
Pre-set agenda + tasks + tools
6-12 mths each
Ready-to-use, scalable concepts



Piloted in practice

On-going pilot (ESF)

National coordinator (UniOulu):

- Concept development and guiding material
- Joint virtual platform with event calendar, blogs, memos, contacts (microentre.fi)
- Facilitation training and support for local coordinators
- Evidence-based research
- New openings; strategic management



| For business developers | For microenterprises |
|--|--|
| Tested concept for activating and helping microenterprises | Peer support in the local group, access to the cross-regional networks |
| Tools for evaluation and development | Practical experiments and problem-solving in own business |
| Access to cross-regional networks and information sharing | Networking events |
| National coordination and development from university | Visibility |
| Access to recent research-based knowledge | Sharing information and experiences |
| Access to the joint online platform | Growing confidence and a safe place for confidentiality |
| Training and coaching | Visits in other companies |

How objectives are reached:

*"In my opinion, there is a good and safe atmosphere in the group and I have been able to bring up painful issues related to entrepreneurship."
—entrepreneur in Lapland region*

Started in 2015, latest new groups formed in 2020

Most regions of Finland shown some interest towards the concept; piloted in 13 regions in 5 counties through 6 separate launching projects

>300 micro-enterprises have participated in the activities

The concept in continuous improvement and productization



Network as community of practice with theory-based model

*"Peer-to-peer network for entrepreneurs with growth attitude catches the participants with excitement, ideas and courage to try new things."
–business developer in Northern Ostrobothnia region*

Partners: University (UniOulu MicroENTRE) + local public advisory services + microenterprises

Best practices from different business cultures:
commercialization from USA
networking from Asia
competence development and productization/servitization from Finland

Community of Practice (CoP) (Simunaniemi et al., 2020)

**Triple Helix model for innovation
Sparsely populated areas (SPA)**



Resources needed

- **Flexibility in resources needed:** integrated activities with other services (low resources) – intensive and active, personalized RDI activities with member companies (high resources)
- **Examples from Finland:**
 - Start funding:** Typically started with a 2-3 year project (ERDF); total resources 200-500 k€ per project
 - HR: University coordinator** (university team + HR for coordination) + **local partners in each region** (public business advisory services PBAS; a named person for local coordination)
 - Planned resources after pilot phase:** *annual resources from PBAS (e.g. 20% working time + partnership agreement with university) and university (50-100% working time + website maintenance + training material + marketing etc.)*



Evidence of success

"Entrepreneurs' network has its role in completing the service portfolio of public business services where entrepreneurs with new or changing businesses are guided to participate in regional peer-to-peer network:"
–business developer in Northern Finland

UniOulu KSI received the national task for microentrepreneurship research and education

(funded by Ministry of Culture and Education, 2021-2024)

Challenges encountered

- Continuous recruitment of new companies; requires commitment and resources
- Establishment of activities as integrated part of business advisory services **after** project funding; particularly the cross-regional network
- University / external coordinator is needed to support local business advisory experts + provide new knowledge + coordinate cross-regional activities → funding model for coordination?



Potential for learning or transfer 1/2

*"The strength of peer-to-peer networking is in learning together and from others, in conversations and encouragement to growth."
–business developer in Northern Finland*

CoP: “groups of people who share a concern or a passion for something they do and learn how to do it better as they interact regularly”
(Wenger, 2011)

Domain: shared interest (micro-entrepreneurship, business development and growth)

Community: network (local group, cross-regional group, international networks)

Practice: meetings, sharing knowledge and experiences, seeking new partnerships

- +Low threshold forum for all entrepreneurs (also solo-entrepreneurs)
- +University + PBAS collaboration and commitment necessary
- +focus on both entrepreneurs and enterprises

New information / research on-going:

Diversity of the growth concept – Content analysis

Use of social media channels

Co-creation of a health promotion mobile application

Analysis on microenterprise statistics



Potential for learning 2/2:

Related research publications from MicroENTRE

1. Simunaniemi et al. (2020) **A micro-entrepreneur network as a community of practice boosting entrepreneurial behaviour.** In: Caputo & Pellegrini (Eds.) *The Entrepreneurial Behaviour. Unveiling the cognitive and emotional aspect of entrepreneurship*, Emerald Publishing.
2. Taipale-Erävala et al. **Competence development needs for micro-enterprises entering servitisation.** (In press). *International Journal of Value Chain Management*
3. Väänänen et al. (2020). **Does sales management matter? A case of growth-oriented SMEs from Northern Finland.** *Nordic Journal of Business.*
4. Simunaniemi et al. (2020). **Management priorities of technology-based growth ventures in two Finnish high-tech business contexts.** *International Journal of Value Chain Management.* 11(1), 1-23.
5. Taipale-Erävala et al. (2020). **Entrepreneurial competencies in successfully innovative SMEs.** *International Journal of Entrepreneurship and Small Business.*
6. Hänninen et al. (2019). **Applying engaged scholarship in micro-business owner-managers' knowledge-sharing events in sparsely populated areas.** Presented at EURAM 2019.
7. Hänninen et al. (2017). **Micro-Business Owner-Managers' Growth Intentions in Sparsely Populated Areas in Northern Finland.** *Managing Global Transitions*



MicroENTRE:
Research with an
entrepreneurial heart.



Read more

<https://www oulu.fi/ksi-eng/>

Anna-Mari Simunaniemi

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The Role of the Individual Firm in Economic Resilience

AGS ENGINEERING – flexibility and resilience in times of crisis

Good Practice Owner & Speaker: Walter Kohlbauer, AGS Engineering



FOUNDATION Partner: P9 Business Upper Austria – OÖ Wirtschaftsagentur GmbH

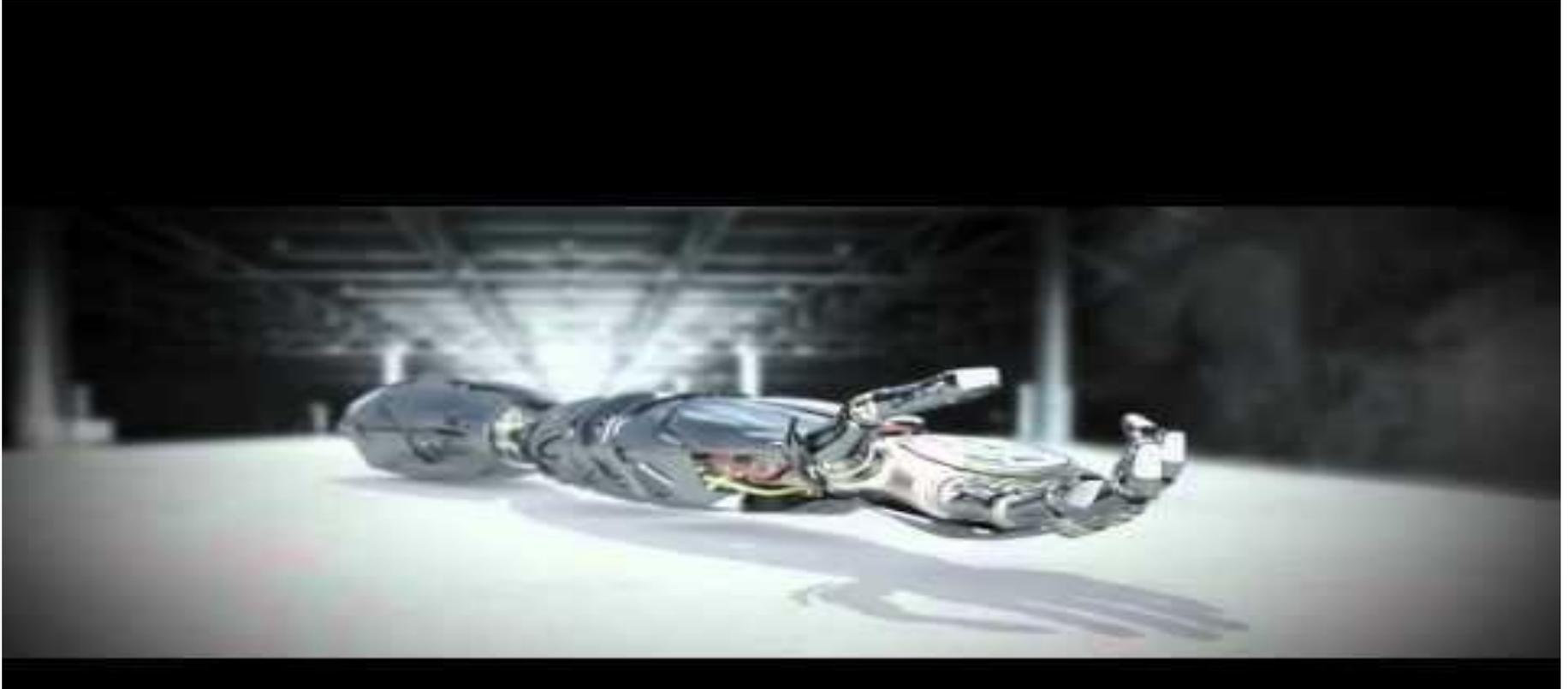
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AGS ENGINEERING – flexibility and resilience in times of crisis

*“Special times require
special actions —Rethink”*

AGS ENGINEERING



Founded in 2003
From one man company to 50 employees

“We stand for high quality and years of experience in automation technology.”

AGS ENGINEERING – flexibility and resilience in times of crisis

Problem Addressed:

COVID-19-crisis and lockdown:

- Cancellation or put on hold of orders
- No new orders received

Consequences: employees underutilized or completely without employment for a month

How Objectives are reached:

sharing employees to other companies:

- bottlenecks are bridged
- jobs of own employees are maintained

Stakeholders:

- External companies: do not lose any orders
- Own company: does not lose its good employees and the sharing covers at least the personnel costs
- Employees: income is assured and they do not lose their jobs

AGS ENGINEERING – flexibility and resilience in times of crisis

Resources Needed:

Activities/measures in automation industry:

- Taken long before crisis to be able to work abroad & for other companies at any time
- No additional operational costs were considered

Evidence of Success:

Maintenance of jobs & economy:

- Employees: working methods of other companies → incorporate into the “home”-company
- Split of working time between companies: work part-time for internal and external company → retain full capacity
- External job creation: job security & save income → increase of employees’ loyalty
- Cooperation between companies is being promoted

e.g: 1 pax Electrical-planning : 20 weeks 100% extern, 1 pax Electrical-planning : 7 weeks 80% extern
7 pax Electrician: 4 pax 100% / 3 pax 30% extern, 1 pax Process analysis and controlling: 75% extern

Risk: employees being recruited by external companies

Timeline:
March 2020

AGS ENGINEERING – flexibility and resilience in times of crisis

Potential for Learning or Transfer:

Cooperation with other companies, investments in times of stability, forcing flexibility of employees & company owners

Challenges Encountered:

Essential: rapid reaction on crisis

Success factor: network of managers / company owners



“For me the crisis has shown, that networking over years pays off and strengthens resilience of the own company”

W. Kohlbauer with his network partner C. Schöndorfer
(stock photo)



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Thank you!

Presented By



Walter Kohlbauer,
CEO AGS Engineering GmbH

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Stronger Together - How Greater Manchester businesses worked together at a time of crisis

GC Business Growth Hub

Presented by: **Janine Smith** Head of Specialist Services



FOUNDATION
Partner:

Oldham Metropolitan Borough Council

6 October 2020



Stronger Together - Greater Manchester

- Prior to the pandemic, personal protective equipment, 'PPE', was largely produced to a low cost internationally with few UK based manufacturers.
- The pandemic caused supply chains to break and there was a national shortage of PPE.
- Manchester Inward Investment Agency, ('MIDAS') led a Greater Manchester task force sourcing PPE for local authorities including the National Health Service (NHS) and the Greater Manchester Combined Authority (GMCA).
- Regional manufacturers whose current business model was suffering in the pandemic decided to pivot to producing PPE.
- Regional manufacturers who were already making PPE increased their outputs.

Manufacturing PPE

- The Manufacturing Team at the GC Business Growth Hub contacted their large network of GM based manufacturing businesses.
- Regional manufacturers whose current business model was suffering in the pandemic started producing PPE with the support of business advisors to support the national/local crisis as well as protecting themselves.
- Regional manufacturers who were already making PPE increased their outputs.
- Manufacturing businesses were introduced to each other to collaborate to overcome supply chain issues. (For example, factories making hand sanitiser worked with those making bottles to store this in.)
- A new network and database of 141 regional PPE suppliers was established.

The PPE Database

- This database includes information on each supplier's capacity to supply PPE, such as volume, unit price and lead times.
- Requests for PPE supply from the local government or NHS hospitals are sent to a central inbox managed by the Growth Company. The most appropriate manufacturers on the database can then be contacted to help with the supply.
- The manufacturing businesses see an increase in production and GVA and help to project or create jobs.
- Greater Manchester is to understand which PPE is in most demand at any one time and can report back to government.

Case Studies

Many businesses switched to manufacturing hand sanitiser using the formula provided by the World Health Organisation. (This is a basic formula that does not require testing or approval.) The main ingredient, alcohol, made this an attractive option for the region's drinks manufacturers.

Didsbury Gin

- An existing client of the GC Business Growth Hub, Didsbury Gin converted existing alcohol supplies into manufacturing hand sanitiser to donate to the local police, fire, health and social services.
- In the first few weeks alone, they were able to manufacture the equivalent of over 2 million bottle of hand sanitiser.
- In September 2020 they donated 3,500 bottle of hand sanitiser to Transport for Greater Manchester.



*The directors of Didsbury
Gin delivering hand sanitiser*

Zymurgorium

- Zymurgorium established Greater Manchester's first gin distillery in 2013 and has grown into a multi-million pound turnover business with the support of the GC Business Growth Hub,
- It switched production from gins and liqueurs to an alcohol-based sanitising liquid in response to a shortage of vital supplies.
- The first batch of Zymitizer sanitising liquid from Zymurgorium was donated to every Greater Manchester Fire & Rescue Station in the city-region, as well as women's centres and care homes across the North West.
- They operate on an 'ethical pricing policy' to ensure products are affordable for all and to fund donations.

“We’re now keen to do whatever we can to help the country’s efforts to fight the coronavirus outbreak. Using our supply chain contacts, state-of-the art facilities and expertise to produce sanitiser that will help keep people safe was the right thing to do and we’re proud to have been able to play our part.”

Co founder of Zymugorium, Aaron Darke



Further Examples of Altruistic Support

- Business Growth Hub developed a network of professionals willing to provide free advice clinics to businesses covering legal, HR, financial and tax advice
- Coffee manufacturer – gave free coffee to NHS workers
- Accountants – gave free furlough and tax advice to their clients
- A plastics manufacturer produced visors and supplied them free of charge to their local hospital and hospice



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The Role of the Individual Firm in Economic Resilience

"The history of Mecánicas Bolea increasing industrial resilience: the generation of Mechanics in Naval and Static Engines"

Good Practice Owner: Mecánicas Bolea (Cartagena, Región de Murcia)
Presented by: Eladio Valcárcel Sánchez

FOUNDATION Partner: BIC Cartagena



Mecánicas Bolea, S.A.

WS 3 Online Webinar
6th October 2020



LITHUANIAN
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RARR
RZESZOWSKA AGENCJA
ROZWOJU REGIONALNEGO



Generation of Mechanics in Naval and Static Engines

It is a **training** and **selecting** program with two main objectives:

- To prepare specialized mechanics on marine and static diesel engines
- To know and select those students that could be our future employees or awake the interest from other Companies.



Images: Mecánicas Bolea's training premises, classrooms (theory and practice), engines where develop training, students and final picture of first students' promotion with teachers, Sef, Consultant and Mecánicas Bolea representatives.

Problem Addressed:

- The sectors hit by the current economical and social situation are the young and unemployed people in Cartagena as well as in the Region of Murcia and all Spain
- Naval, Assembly and Maintenance industrial sectors have a lack of high-skilled professionals.
- Mecanicas Bolea initiative is part of an internal Strategic Plan to develop professional that can afford the employment opportunities of today and the near future.
- **Three fulcrums**

-



- SENDA Formación Consultancy

- Mecánicas Bolea Group

How Objectives are reached:

The objective of training was reached after theoretical and practical classes, the 100 % employment of all of the attendees was reached after 120 hours of practices in our Company, most of the 60% in our different divisions and 40% in other Companies in the Cartagena area.

Resources Needed:

Cost of developing and rolling out each Programme edition (10 weeks):

- Consultant Company in charge of designing the program, looking for trainers, selection of participants:
- Trainers,: € 21,000
- Rental of spaces : € 13,500
- Materials: € 20,700
- **Total cost:: € 55,200**

Duration :

- Theory = 320 hours
- Practices = 260 hours
- Total = 580 hours

Evidence of Success:

Concrete outcomes include:

- In 2018, the 100% of students got a contract in Mecánicas Bolea for at least one year.
- In 2019, the 50% of students got a contract in Mecánicas Bolea and the other 50% in Cartagena's area Companies.
- More than 25 students that have now and employment and more capabilities to improve their working options

Potential for Learning or Transfer:

- ✓ It is a replicable initiative that each time need less investment.
- ✓ Need of skilled people in assembly, maintenance, repair, etc., is grwoing.
- ✓ Interesting experience in the participation of private Companies with Regional Employment and Training Institutions.

Challenges Encountered:

- ✓ Difficulties in extend to other working skills needed
- ✓ To find the appropriate professors and practical trainers
- ✓ To motivate students to follow the courses.
- ✓ Bureaucratic difficulties to get the approval “go ahead” from all the stakeholders

Further Information:

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Thank you!

Presented By



Mr. Eladio Valcárcel

Managing Director of Mecánicas Bolea Group
Cartagena (Spain)





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The Role of the Individual Firm in Economic Resilience

How Ekofrisa used crises to their advantage – Lithuania

Good Practice Owner: Ekofrisa UAB

Presented by: Ieva Ragauskiene, Export Manager

FOUNDATION Partner: P4 Lithuanian Innovation Centre

WS 3 Online Webinar
20th October 2020



LITHUANIAN
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How Ekofrisa used crises to their advantage

- Ekofrisa is one of the biggest grain processors in East Europe,
- 10 000 t processing capacity for main crop – buckwheat.
- Since 2003 processing Lithuanian origin groats:
buckwheat, wheat, barley and peas,
conventional and organic.

WASTE – permanent by-product of groats processing, arising

- at time of reception – stones, grasses
- during whole processing at each cleaning stage – separating side impurities and inedible husks and hulls.



How Ekofrisa used crises to their advantage

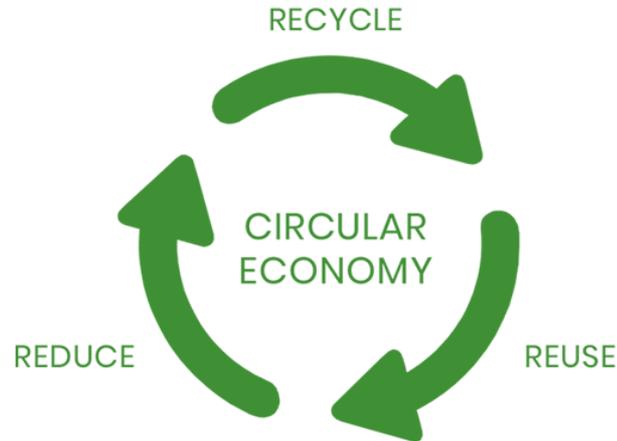
What we did:

- Hulls for factory and administration building heating
- Hulls are used to make steam for production
- Hulls for mulching, pillows and mattresses – as additional products
- Sale for other companies needs: heating or part of animal feed production.



How Ekofrisa used crises to their advantage

Problem Addressed:



REACH OF FULL CIRCULAR ECONOMY

involved: Technical department, Project manager

How Objectives are reached:

- Collaboration with Kaunas Vytautas Magnus University professors about creation of new technology.
- Collaboration with Kaunas Botanical garden in experimental part.

Stakeholders: shareholders, university, clients.

How Ekofrisa used crises to their advantage

Resources Needed:

Cost of developing and rolling out the GP were approximately:

Experimental stage ~ 50 000 Eur

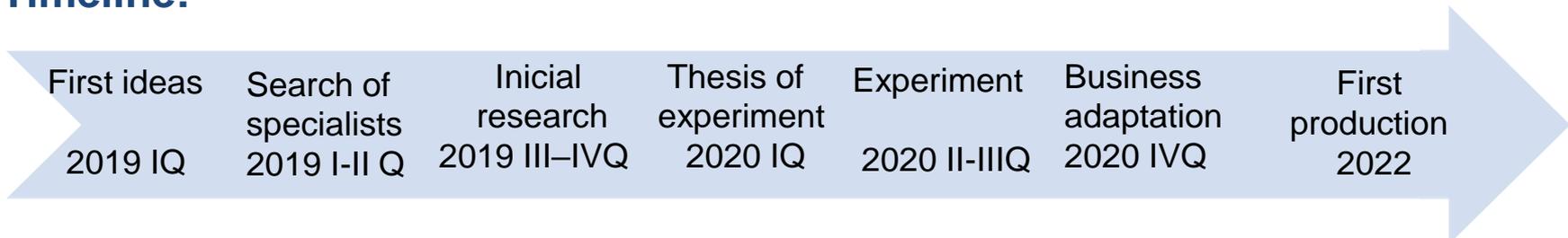
Business adaptation ~ 300 000-500 000 Eur

Evidence of Success:

Concrete outcomes include:

- Decrease of waste to minimum
- Achieving of circular economy
- New innovated product

Timeline:



How Ekofrisa used crises to their advantage

Potential for Learning or Transfer:

Waste crisis turns into: collaboration with scientific institutions, innovated recycling process, sustainability of production, offer new service for other crop processing companies

Challenges Encountered:

- No technology in the market
- Lack of specialist
- Collaboration with university incompatibilities
- **Challenge to adjust experiment outcomes for business**

Further Information:

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Thank you!

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DAVIDE BEZZECCHI (ITALY)



European Union
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The Role of the Individual Firm in Economic Resilience

Engaging with start-ups to enhance corporate innovation – Italy

WS 3 Online Webinar
6 October 2020

Good Practice Owner: Unindustria Reggio Emilia

Presented by:

Davide Bezzechi Head of Industrial Research and Innovation Area of Unindustria Reggio Emilia



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FOUNDATION Partner: P7 Municipality of Reggio Emilia

Engaging with start-ups to enhance corporate innovation (SME'S focus) - 1

Who I AM

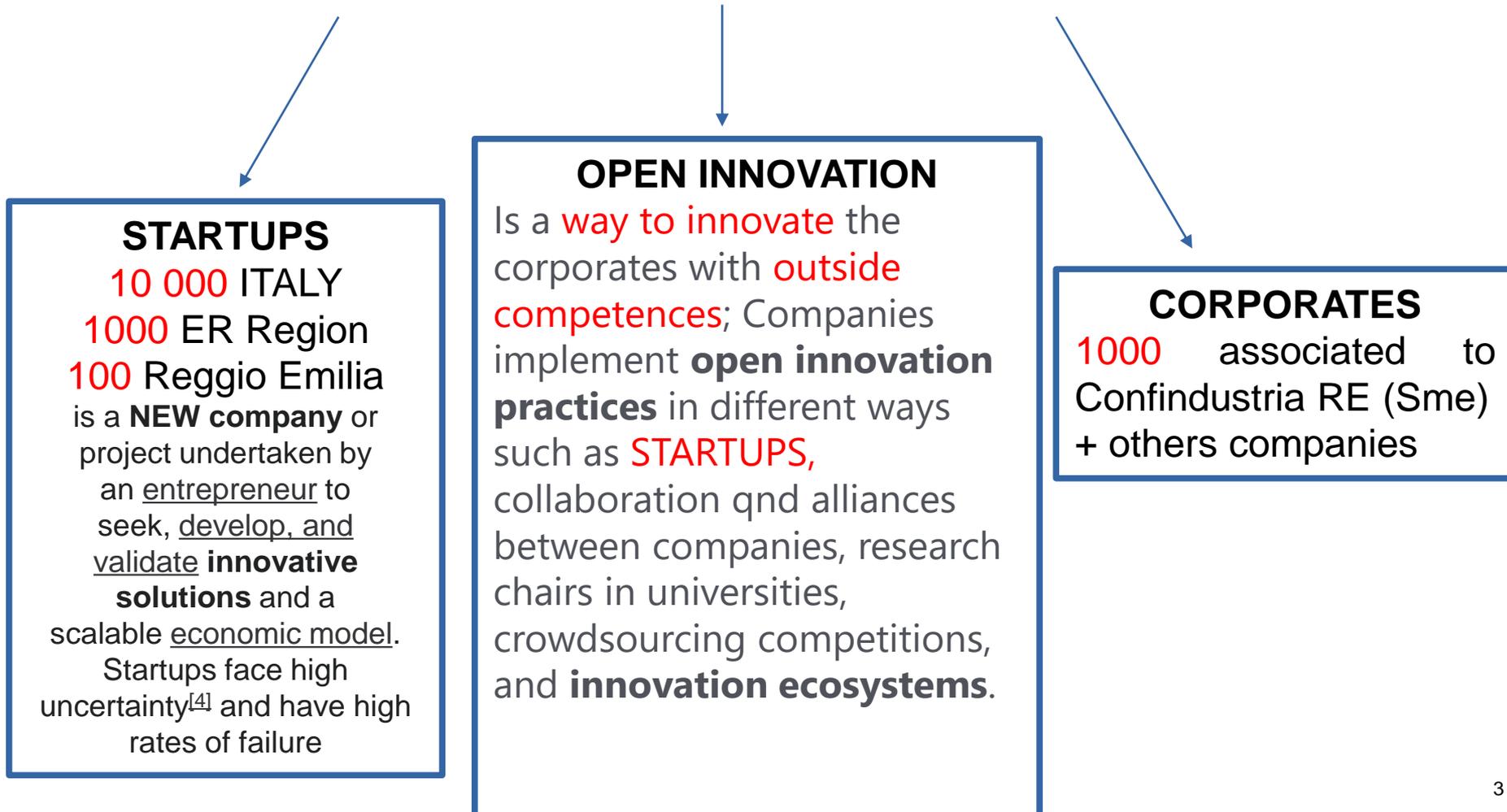
- Head of Industrial Research and Innovation Area
- Project Manager of **UP IDEA Startup Program**

I work for

Unindustria Reggio Emilia, the local branch for the Reggio Emilia Province of the Italian Entrepreneurs Association – CONFINDUSTRIA

Confindustria is the Italian employers' federation, founded in 1910. It groups together more than 150,000 voluntary member companies, accounting for nearly 5,000,000 employees. It aims towards to assist Italy's economic growth, assisting, in doing so, its members giving **services and lobby**. It is a member of the International Organization of Employers (IOE).

Startups and Open Innovation: *definitions and data*



STARTUPS
10 000 ITALY
1000 ER Region
100 Reggio Emilia
 is a **NEW company** or project undertaken by an entrepreneur to seek, develop, and validate **innovative solutions** and a scalable economic model.
 Startups face high uncertainty^[4] and have high rates of failure

OPEN INNOVATION
 Is a **way to innovate** the corporates with **outside competences**; Companies implement **open innovation practices** in different ways such as **STARTUPS**, collaboration and alliances between companies, research chairs in universities, crowdsourcing competitions, and **innovation ecosystems**.

CORPORATES
1000 associated to Confindustria RE (Sme) + others companies

Engaging with start-ups to enhance corporate innovation (SME'S focus)

PROBLEM Addressed:

Local economy (but is the same in many regions of Europe) is made by a large number of SME.....that means:

- small dimension VS global market,
- problems with digital transformation,
- R&D lackness,
- distance with Research Academy and Startups world,
- not appealing for the young talets,
- traditional Business models, Family businesses
- focus on manufacture not on «to be innovative»,
- only informal and internal Innovation

Engaging with start-ups to enhance corporate innovation (SME'S focus)

PROBLEM Addressed:

Local economy (but is the same in many regions of Europe) is made by a large number of SME.....that means:

**risk of
loss of competitiveness
of the territory**

HOW TO PROMOTE INNOVATION?

The Solution: Create a Start up ecosystem in Reggio E. to carry out open innovaton projects

Coworking Impact Hub

Talents

Startup battle, startup Week end, contamination, awareness

UNIVERSITY

Students/Researchers

Entrepreneurship training program

SCHOOL/CORPORATE

Students/ Inventors

CONFINDUSTRIA RE

With UP IDEA

Startup program

Startup and Corporate (SME's)

Chamber of Commerce

Aspiring Entrepreneurs

Access and information point about how to create and finance startups
Run by local **Chamber of Commerce, Reggio Emilia Innovation Foundation** and IFOA, training organization

AN INTEGRATED PUBLIC/PRIVATE LOCAL STRATEGY

1.Supporting Entrepreneurship

2.Promoting Open Innovation

The Solution: Create a Start up ecosystem in Reggio E. to carry out open innovaton projects



UP IDEA

- 1. Select and Support Entrepreneurship and Startups**
- 2. Promote Open Innovation between Coporate and startup**

Engaging with start-ups to enhance Corporate innovation

Up Idea! Is an *acceleration 6 month programm* to find, select, trainee and mentor every year 20 startups in different sectors, using corporate's competences and networks. Promoted by the **young Entrepreneurs of Confindustria Emilia Romagna** and managed by Confindustria Reggio Emilia, in collaboration with local and public **Incubators** and with the support of the nr 1 player in Italy in the startup early stage acceleration (Luiss Enlabs).

The call is open to startups and business ideas from all sectors with particular attention to projects that **bring innovation to the productive factory: DIGITAL MANUFACTURING, INDUSTRY 4.0, ARTIFICIAL INTELLIGENCE and SUSTAINABILITY.**



Engaging with start-ups to enhance Corporate innovation

- Projects are assessed according to the degree of innovation, **consistency with the territorial production system**, economic sustainability, quality and completeness of the team.
 - The selection is made by a jury of entrepreneurs and mentors, experts from different industrial sectors.
 - The selected startups participate in the **training course** divided into thematic seminars, **pitch review and mentoring** by LUISS ENLABS at the Reggio Emilia Tecnopolo. At the end, the teams judged to be the best enter the acceleration phase.
 - Teams that have successfully passed the acceleration path participate in **Investor days and have the opportunity to introduce themselves to entrepreneurs and investors.**
- UP IDEA! can relay on a Network of **17.500 businesses** located in the **Emilia Romagna and Veneto** Region.



Engaging with start-ups to enhance corporate innovation (SME'S focus) - 2

How Objectives are reached:

STARTUPS + Corporates: a win win strategy for innovate a local economic system

PROMOTE Startup and Open Innovation Projects with Corporate

PLUS of CORPORATE: + organisation, market knowledge, financial and productive resources, managers, labs, etc

PLUS of STARTUP: + «WOW» Talents, lean methodology, technology frontiers, innovative business models, etc

Engaging with start-ups to enhance corporate innovation (SME'S focus) - 3

BENEFITS

CORPORATE:

- Meet young talents (SME not interesting for young talents)
- Learn new technologies and main market trends
- Develop new products and services with less time and efforts

STARTUP:

- Meet managers and entrepreneurs
- Learn how to be an entrepreneur
- Meet fundings and better understanding of the market's needs and productions system

Engaging with start-ups to enhance Corporate innovation

Resources Needed:

- . More or less 100k euro/year, competence needed: scouting, mentoring, lean startup methodology, Business model Canvas (BMC), open innovation

Evidence of Success:

Concrete outcomes include:

Nr startup (150 applications/20 selected, nr business meetings (50/80), nr of POC (proof of concept, 10), nr of partnership between startups/corporates (20)

Number of submissions: 150 startup applications/every year

Number of start ups accelerated: 20 every year (tomorrow 100 with a Open Innovation Platform, To be: National Project)

Time

2016 – 2020 (5 edition)

Engaging with start-ups to enhance Corporate innovation

EXAMPLE

➤ **VIMI FASTENERS & PIQAPART: Open innovation project for solve a problem of warehouse item identification**

➤ **VIMI (CORPORATE)** a global leader for production and distribution of *mechanical fasteners*
<https://www.vimifasteners.com/en/>

➤ **PIQAPART (STARTUP selected by UP IDEA)**
<https://www.piqapart.com/en>

➤ Piqapart is the *Computer Vision SaaS platform* for industry. Any item can be identified and checked in a few moments.

Engaging with start-ups to enhance Corporate innovation

Potential for Learning or Transfer:

- Project and manage an integrated and local public/private Ecosystem of innovation
- Support and promote startups for innovating local corporates (Sme's) system
- Project a system for transferring research results from University into a startup/spinn off (promote entrepreneurship of the researchers)

Challenges Encountered:

- share experiences between public and private sector (coordination activity),
- define an integrated strategy (project activity),
- change and open the culture of the corporates (awareness about startups and open innovation),
- add a cultural entrepreneurship to the the researchers,
- support the dialogue between startups and corporates....

Further Information:

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