



**Generalitat de Catalunya**  
Government  
of Catalonia



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## **Regional Action Plan of START EASY project**

**Business Management Office**  
***Business and Labour Ministry***

## TABLE OF CONTENTS

1. EXECUTIVE SUMMARY .....	3
2. GENERAL INFORMATION .....	4
3. POLICY CONTEXT .....	4
3.1 The Action Plan aims to impact .....	4
3.2 Name and reference of the policy instrument addressed .....	4
3.3 Background and challenges .....	6
3.4 Learning experience .....	7
4. ACTION 1: NEW START-UPS SERVICE PLATFORM .....	13
4.1 Relevance to the project .....	13
4.2 Description.....	13
4.3 Stakeholders involved .....	14
4.4 Timeframe .....	14
4.5 Indicative costs.....	14
4.6 Indicative funding sources.....	14
5. ACTION 2: <i>START-UPS SERVICE. ONLY ONE PRINCIPLE</i> .....	16
5.1 Relevance to the project .....	16
5.2 Description.....	16
5.3 Stakeholders involved .....	17
5.4 Timeframe .....	17
5.5 Indicative costs.....	17
5.6 Indicative funding sources.....	17

## 1. EXECUTIVE SUMMARY

START EASY is an initiative promoted by the Government of Catalonia in cooperation with national, regional, and local authorities as well as other stakeholders from all over Europe (BE, ES, FR, IT, LT, LV, PL), which endeavours to create the best conditions for growth. The project will improve policymaking and deliver smart tools that enable a conducive environment for business to start easily and quickly, boosting business start-up activity and competitiveness in Europe.

By learning from one another (peer reviews), exchanging and integrating good practices (GP) from all over Europe (study visits, research and studies, etc.), and developing joint strategies (workshops & other events), the partnership has overcome common challenges and received valuable information to address them. The most pressing challenges that have been identified include: the difficult and costly process behind regulations governing business creation which tend to discourage entrepreneurial activity; the limited responsiveness of the public administration to the needs of these new start-ups, thereby making necessary to catch up in the digitalization of public services; once-only principle (OOP) for business data registration, one-stop shop (OSS) models, etc.

The actions that are inspired by the project activities include the creation of a new start-up service platform that offers digital and personalized services to start-ups. The platform will be informed by a detailed analysis on the functional requirements needed. Furthermore, an integrated OSS that includes all the services currently offered by our Ministry to the start-ups will be established. With the implementation of these actions, we will be able to provide a comprehensive and continuous service offer that is targeted to individual needs of the start-ups and help them thrive.

## 2. GENERAL INFORMATION

**Project:** START EASY. Smart tools for quick and easy business start-up in Europe: the once-only challenge.

**Partner organisation:**

Business Management Office.

Business and Knowledge Ministry.

Government of Catalonia.

**Partner organisation(s) concerned:** Lead Partner 1 – Government of Catalonia

**Country:** Spain

**NUTS2 region:** Catalonia

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## 3. POLICY CONTEXT

### *3.1 The Action Plan aims to impact*

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- ☒ Investment for Growth and Jobs programme
- ☐ European Territorial Cooperation programme
- ☐ Other regional development policy instrument

### *3.2 Name and reference of the policy instrument addressed*

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The policy instrument included upon initiation of the START EASY project was the ERDF Operational Programme Catalonia 2014-2020.

The operational period of this programme has expired, and the Government is currently drafting a new ERDF Operational Programme Catalonia 2021-2027. Both the previous programme and the one that is currently drafted, foresee the reinforcement of digital innovation and the promotion of innovative digitization services aimed at companies and entrepreneurs among their key objectives to break the digital gap and offer companies the digital services they need.

Within this objective, the technological actions derived from the implementation of the One-Stop-Shop (Finestreta Única Empresarial) are included, which are co-financed through the REACT Funds until 2023, such as the directory of companies, establishments and registries, the solution allowing the unified processing, the further development of Canal Empresa in the private area to enable the 360º vision and also to include the role of the intermediaries, who act on behalf of the holders of the economic activities.

It is foreseen that during the new operational program 2021-2027, we can continue the implementation of the actions that we are currently promoting, to achieve the digitization of the services we offer to companies, entrepreneurs, and start-ups.

The implementation of the One-Stop-Shop (Finestreta Única Empresarial) is carried out through multi-year strategic plans. Currently, the OSS Operational Plan (2019-2021) is under implementation, which has been extended by Government Agreement until 2023 to deploy the provisions established by Law 18/2020 and to facilitate economic activity. The analysis of the needs of the start-up sector and the designing of adequate action plans to introduce relevant changes is included in the OSS action plan under section D 2.2 Emerging sectors: start-ups<sup>1</sup>.

For this reason, we do not foresee a revision of that Plan by the Government, as the prevision was to perform an analysis of the needs of the start-up sector and the design of adequate actions, which has successfully been performed with the support of the START EASY project. Thus, Action 1 and Action 2 outlined in this action plan outline the improved ways to implement the provisions of the OSS Operational Plan. The current version of the operational plan further foresees the identification of needs of the start-up sector, as well as the design of relevant action plans, which has been realised with the support of the insights gathered under the START EASY project. Based on the work carried out under the START EASY project, two actions have been identified that will be implemented in the coming years, as detailed in the following sections of this document. The actions, inspired by the START EASY project activities, include the creation of a new start-up service platform informed by a detailed analysis on the specific technical requirements to be included, to offer digital and personalized services to start-ups. It also includes the integration of start-up directory data with OSS information systems.

With these two actions, the implementation of the policy Instrument will be improved, since not only will we be able to apply the only once principle and the 360º vision within the OSS project (hence, when the start-ups have to legalize their activity), but we will also be able to apply this principle to other programs.

Specifically, we will achieve that the services offered from the entrepreneurship area prior to legalization - since they affect the moment when the business idea is being conceptualized or the business plan is designed - are also connected with OSS services. The same will occur with the information from the Start-Up Directory, which are currently not connected to the OSS or

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<sup>1</sup> More information can be obtained via: <https://canalempresa.gencat.cat/ca/fue/que-es-la-fue/plans-fue/Pla-FUE-2019-2023>

entrepreneurship services. Up to date, they remain independent of those services offered during the initial stages. Thanks to the START EASY project, all these services will be integrated and hence, start-ups will have access to an integrated OSS+ that includes the complete portfolio of services currently offered by our Ministry to the start-ups.

### 3.3 Background and challenges

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**Current situation:** Currently, the Department of Business and Work of the Generalitat de Catalunya, which provides the different services available to companies and start-ups to improve their competitiveness, structures its work in 3 main branches, namely (1) services to entrepreneurship, (2) the directory of start-ups and that of (3) OSS services in its legalization process.

These three services provided to start-ups are provided by different responsible units:

- Entrepreneurship Services – **Responsible Unit: Entrepreneurship and Training Area**
- OSS services – **Responsible Unit: Business Management Office (OGE)**
- Directory of start-ups that is displayed at the Barcelona > Catalonia Start-up Hub – **Responsible Unit: ACCIÓ – Catalonia Start-up**

**The Entrepreneurship and Training Area** has developed a website through which entrepreneurs can:

- find contact information and request advice from the different entities active in the program.
- evaluate the business idea and for the development of the business plan that can be reviewed by the technician assigned to each entrepreneur.
- see the different actions and events organized in the territory by the different accredited entities.

However, this website should become a platform that allows start-ups to interact to ensure that they can enjoy the most innovative services offered by current technologies.

The **Business Management Office (OGE)** provides information and takes the necessary steps so that companies can legalize their activities and their establishments. It also provides information services on public financing options available to companies, including eligibility for aids or subsidies. To carry out these functions, the OGE hosts a web portal (Canal Empresa)<sup>2</sup> where companies and start-ups can find the different procedures, they must carry out to legalize their activity or to request public assistance.

Lastly, a Catalan Start-up Portal Directory<sup>3</sup> is provided and managed by **Catalonia Start-up** within the Agency for Business Competitiveness (ACCIÓ). This portal displays a minimum level of

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<sup>2</sup> [canalempresa.gencat.cat](http://canalempresa.gencat.cat)

<sup>3</sup> <https://startupshub.catalonia.com/>

information of these companies and at the same time, allows certain visibility to possible local and international partners and investors, who seek investment or collaboration opportunities.

**Main Issues:** Barcelona constantly sees new start-ups being founded and foreign companies settling in Catalonia, but there is no transparent system to track them. The main challenge we would like to tackle is to improve the services offered to start-ups so that they are digital and personalized and at the same time, ensure that the three large blocks of services offered by the Department of Business and Labour are interconnected. In this way, start-ups will be able to benefit from the entire service offer without the need to provide relevant information and data more than once and, depending on the legalization stage in which they find themselves, receive targeted services.

### ***3.4 Learning experience***

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The START EASY project has allowed us to evaluate our policy instrument and identify different lines of improvement mainly through the following actions:

#### **LEARNING EXPERIENCE NO.1: LOCAL STAKEHOLDER GROUPS MEETINGS**

During phase 1 of the Project, we held several meetings with stakeholders (Barcelona Tech City, Delvy, Cecot, Pimec, Chamber of Commerce, Foment, Barcelona Digital Talent etc.) that have supported us with the identification of the needs of the start-ups and priority lines of action. We further had the possibility to showcase good practices identified during the START EASY project and received feedback on which of these practices could be implemented in Catalonia. They further supported us to establish the priorities to improve the start-up ecosystem and offer the best public services that this ecosystem needs to grow and consolidate.

#### **LEARNING EXPERIENCE NO 2: 1ST PEER REVIEW**

The first peer review with the project partners within the framework of Start Easy project activities was held in Barcelona in November 2019. During this peer review we shared our business services and discussed them with partners.

Building on this first exchange with partners, one of the aspects highlighted as a possible improvement was the need to interconnect the different services of the Department of Business and Labour, which was translated into Action 2 of this current document.

#### **LEARNING EXPERIENCE NO. 3: 2ND PEER REVIEW**

On June 2020, the Government of Catalonia applied to the peer review service offered by the Policy learning platform (PLP) and organized a two-day online meeting with the following stakeholders selected by the PLP experts:

- **Nassibou Jerome**, Head of incubator, Innovation consultant, Innovact, Reims, Greater East, France;

- **Malene Aaram Vike**, Project manager, Møre and Romsdal County Authority, Vestland, Norway;
- **Nicolai Strøm-Olsen**, Chief analytical officer, Start-up Migrants AS, Oslo-Berlin, Norway-Germany;
- **Peter Grant**, Chief Executive, WSX Enterprise, Southern United Kingdom;
- **Tautvydas Pipiras**, Project manager, Lithuanian innovation centre, Lithuania.

Several regional stakeholders, as well as members from the Government of Catalonia and of the Interreg Europe Programme, participated in this peer review event.

During this meeting, the participants discussed about the following questions:

- **Talent attraction and Retention.** How to make policies to foster talent attraction without the legal tools of a State? How to foster talent retention in attractive regions like Barcelona?
- **Start-up definition.** Which is the best way to define a start-up? Should this definition condition the access to grants, administrative simplification?
- **Start-up monitoring.** Is there a tool to monitor in real time all the start-ups existing in Catalonia? Could a proactive approach – start-ups have to sign-up to get benefits – be enough? Are there any software solutions, or database presentations, that solve this or do a better job than our current directory?
- **Alternative financing.** How can we find foster alternative ways of financing, different than the classic ones, from the public bodies?

Based on the result of this session and the valuable insights gathered from individual participants, we learned about two good practices that we considered interesting for our region as they responded directly to the challenges and priority actions outlined by our stakeholders.

**LEARNING EXPERIENCE 3.1** Good practice from Møre og Romsdal: Hoppid.no – first line service for start-ups, one door policy

Hoppid.no's digital tool example from Møre and Romsdal was explained in detail in Malene's presentation (please consult for more details). However, it is worth noting that the OSS system only provides a low key funding of 3000 euros, but the consultants also increase the skills of entrepreneurs by guiding and preparing them for more advanced funding solutions. This has had a positive impact, as comparatively speaking, companies in the region receive more funding as they are more prepared than other regions.

Try the tool general solution: <https://tools.entrepreneurdy.com/?language=en>

Link to the hoppid.no solution: <https://hoppid.entrepreneurdy.com/>

Link to Good Practice: <https://www.interregeurope.eu/policylearning/good-practices/item/3068/digital-tool-for-supporting-start-ups/>



Link to story about the solution:

[https://www.interregeurope.eu/policylearning/news/7840/the-digital-tool-for-supporting-entrepreneurship/?no\\_cache=1&cHash=10cd712c62c73cab75b0cd5fe861cdac](https://www.interregeurope.eu/policylearning/news/7840/the-digital-tool-for-supporting-entrepreneurship/?no_cache=1&cHash=10cd712c62c73cab75b0cd5fe861cdac)

With this good practice, we have identified a platform that allows entrepreneurs to follow up and get into contact with specialists, who in turn can help start-ups to guide their business and offer them different tools and solutions. This knowledge informed our definition of the requirements of the new platform foreseen under Action 1 of this action plan.

#### **LEARNING EXPERIENCE 3.2** Good practice from Lithuania: Finance Southeast model

<https://www.thefsegroup.com/>

Lithuania's example of building a start-up database has been a great inspiration. Every start-up that wants to be officially recognized as a start-up needs to register in the official repository, i.e Start-up Lithuania website. The application is evaluated by 3-5 experts, who come from accelerators, public, or business sides. Lithuania receives roughly 200 start-ups each year, which means that between 3-5 start-up applications need to be assessed each week. Only start-ups that are confirmed by these experts can apply for start-up employee visa, get accesses to dedicated acceleration funds, tax-free stock option for employees, access to state funded incubators, or free networking opportunities. For more information visit: <https://www.start-uplithuania.com/ecosystem/>

This good practice will help us evolve the Start-up Directory and integrate it with the OSS services envisaged under Action 2.

#### **LEARNING EXPERIENCE NO. 4: STUDY VISIT IN BOLOGNA**

**LEARNING EXPERIENCE 4.1** During this visit, we were inspired by the 'Progetti d'Impresa' initiative developed by the Città Metropolitana di Bologna. The initiative includes several territorial offices between the region and its headquarters in Bologna. The initiative supports entrepreneurs with the development of a business idea through personalized consultancy, also providing the opportunity to draft a business plan for businesses or start-ups. They offer services such as information on data, necessary bureaucratic obligations, existing opportunities as well as support in the research and identification of funding and contributions consistent with the business project. Furthermore, they also provide assistance in identifying competent bodies and services in start-ups and businesses.

**LEARNING EXPERIENCE 4.2** Another good practice inspiring our action plan was the mission of the Business Project office. The mission of the Business Project office is to encourage and promote the creation and development of new business activities. It offers aspiring entrepreneurs' specific advice on everything they need to know to start a business: from purely bureaucratic aspects to organizational, managerial and practical feasibility indications, up to the

possibility of drafting a business plan. The service is based in Bologna and is supported by a network of 7 territorial local desks located throughout the metropolitan area.

The Business Project office offers:

- Support during the development of the business idea and the feasibility check, through personalized consultancy for the development of the idea and the drafting of the business plan;
- information on data, bureaucratic, administrative and legal obligations;
- assistance in identifying competent bodies and services in start-ups and businesses;
- insights into economic and legal issues related to the various business sectors;
- information on opportunities, loans and grants issued in favour of new businesses and support in research and identification of the type of aid consistent with the business project;
- information on existing business culture training activities.

Overall, we were inspired by the fact that a public body such as the Metropolitan City of Bologna offers a free advisory desk to all entrepreneurs who want to launch a good business start with their ideas. The results of the office are:

- over 10,000 business ideas advised, 350 business ideas on average every year;
- over 1.000 companies started thanks to the support of the service;
- establishment of an annual award (Barresi Award) for business ideas (from 6.000 to 10.000 euro for prize).

In particular, the complete information on the data of start-ups, being provided through the *net service digital hub* system integrator that the Business Project Office in Bologna uses, is what we would like to implement in Catalonia.

These two good practices have helped us to learn about other entrepreneurship services that we could also offer in Catalonia. It has allowed us to know how these services were being offered and how they could easily be accessed by start-ups. Therefore, the Print Progetti has had a great influence of our elaboration of Action 1, and the Business Project Office of our Action 2.

#### LEARNING EXPERIENCE NO. 5: ONLINE STUDY VISIT IN EAST FLANDERS

During the online study visit organized by East Flanders partner on November 2020 we have identified a good practice example implemented by the OSS from Ghent (Support Point for Entrepreneurs Ghent) . They offer an OSS that provides accessible and user-friendly insights to governmental services offered to entrepreneurs.

The OSS actively stimulates starters by guiding them through all the governmental information and subsidies. More experienced entrepreneurs are counseled on the right governmental support. According to organizations representing SMEs and retail entrepreneurs, a single point of contact was needed in Ghent. The previous consultancy services offered used to be wavering

and lacked quality, and the current OSS succeeded in offering a skilled, clear-cut platform for entrepreneurs.

In Ghent, they were able to achieve goals by offering:

- Qualitative, easily accessible consultancy.
- Facilitating subsidies and matchmaking.
- Active collaboration with other city departments (concerning licenses, energy saving subsidies and coaching).
- Providing basic information about products of other governmental entities, such as VLAIO: subsidies, innovation, loans and funding.
- Collaborating with local partners and creating a local ecosystem of consultancy services for entrepreneurs (organizations representing SMEs, universities and high schools, industry/university projects, innovation projects).
- Digitalizing and reducing the administrative process of applying for subsidies and licenses.
- Budgeting extra personnel to expand the consultancy services of OOG.

The evidence of success can be summarized as follows:

- Satisfaction survey: 92.5% are pleased with the service.
- Yearly budget for start-up contracts and subsidy improvement is expended.
- Newsletter has more than 6.000 subscribers.
- Number of OOG users increase: 3300 cases in 2019, 3650 cases in 2020 (nearly doubled compared to 2010).
- No creation of start-ups or jobs; OOG only wants to guide starting entrepreneurs. With the right information and financial support, entrepreneurs are stronger, which leads to more sustainable entrepreneurship.

This is a good practice in line with the needs identified by the Government of Catalonia. It is a unique digital service where start-ups have access to all the public services that are offered in this first stage of their activity - when they need to create their company, contact other companies to collaborate, need consulting services in the legal field, inquire possibilities to start in a new market etc.

It is interesting not only as a digital tool, but also introduces that companies themselves can offer their services and their collaborations to the rest of the start-ups that are registered on the platform. Therefore, there is a win-win situation offered to all participants which informed our elaboration of Action 1.

## LEARNING EXPERIENCE NO. 6: COMPARATIVE STUDY ON PLATFORMS

During the year 2021, within the framework of the START EASY Project and with the support of an external consultancy, a comparative study of different service platforms to start-ups was carried out, allowing us to know in detail the services provided by the following platforms:

- a) [Hoppid.no](https://hoppid.no) (proveïdor – [Entreprenerdy](https://entreprenerdy.com))
- b) Start up Geeks (<https://www.startupgeeks.it/>)
- c) Rebel Base <https://rebelbase.co/>
- d) Aceleralia <https://aceleralia.com>
- e) Santander X <https://www.santanderx.com/>
- f) F6S <https://www.f6s.com/>

This study will serve as the basis for the functional definition of the requirements that the new platform provided for in Action 1 should have.

## 4. ACTION 1: NEW START-UPS SERVICE PLATFORM

### 4.1 Relevance to the project

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As we mentioned in the previous sections, learning experience No. 3.1, 4, 5 and 6 are considered relevant for the development of this action.

### 4.2 Description

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The objective of this action is to develop a platform that offers digital and personalized services to start-ups. To make it fully operational, we will carry out the following steps:

1. Definition of technical requirements
2. Functional analysis
3. Design and development of the platform
4. Implementation of the platform.

All that steps will be undertaken by CTTI, the ITC Agency responsible for IT services at the Government of Catalonia, who will contract those enterprises best suited to support us with the specific activities to be performed in every step.

The first step to develop this platform is to have a detailed requirements definition. Secondly, a functional analysis will be performed to meet the following challenges:

- Give visibility to entrepreneurs and entrepreneurial projects that take place throughout the territory.
- Provide the entrepreneurial community with a project management tool.
- Facilitate access to services related to entrepreneurship.
- Facilitate learning in entrepreneurship and the development of complex and innovative entrepreneurial projects.
- Facilitate the connections and interaction between the actors of the entrepreneurial ecosystem.
- Facilitate the procedure for setting up companies.
- Possibility of launching challenges and collaborative entrepreneurship projects.
- Obtain KPIs about entrepreneurial activity in Catalonia in a disaggregated way by territory, sector of activity and type of company.
- Obtain evidence of the performance of subsidized activities.

The activities that will be carried out to obtain the detailed analysis of requirements and functions will be established by the selected business in accordance with the indications of the Entrepreneurship Area. However, it will build on the information gathered in the study of the platforms that are currently on the market (LE 6 a), as well as working sessions with staff from the area of entrepreneurship - the unit that drives the new platform – as well as stakeholders of the start-up ecosystem.

The scope and content of steps 3 and 4 will depend on the outcome of the work in stages 1 and 2, as the selected technological solution will build on the requirements and functionalities identified during these preceding steps. Therefore, the budget and execution time cannot be specified at this time but will be elaborated upon completion of the previous steps. Also, as the time needed to implement steps 3 and 4 are so long, those steps are out of scope of this Action.

#### **4.3 Stakeholders involved**

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The unit to lead this new platform is the Area of Entrepreneurship and counts on the collaboration of:

- **ACCIÓ** – Agency for Business Competitiveness (Public Agency)
- **ITC Agency**: help us to design the service and provide the technology.

During the working sessions to design these requirements, the most outstanding actors of the start-up ecosystem will participate, including Barcelona Tech City, Delvy, Cecot, Pimec, Chamber of Commerce, Foment, and Barcelona Digital Talent.

#### **4.4 Timeframe**

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Timeframe of activities included in Action 1: :

1. Definition of technical requirements – September - December 2022
2. Functional analysis – January- June 2023

Timeframe of next steps, out of Action 1:

3. Design and Development of the platform – January-September 2024
4. Implementation – September- December 2024

It must be stressed that steps 3 and 4 are out of scope of Action 1 but will be performed upon completion of step 1 and 2, which fall into this action plan and pave the way for these activities to be completed successfully.

#### **4.5 Indicative costs**

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1. Definition of technical requirements – 30.000 euros
2. Functional analysis - 60.000 euros
3. Design and Development of the platform – tbc
4. Implementation – tbc

#### **4.6 Indicative funding sources**

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The resources of step 1 and 2 will be funded through the budget available to the Business and Labour Ministry, Government of Catalonia and REACT funds. We will apply for the ERDF PO (2021-2027) funds to complete step 3 and 4.

## 5. ACTION 2: *START-UPS SERVICE. ONLY ONE PRINCIPLE*

### 5.1 *Relevance to the project*

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As it has been explained, the different learning experiences provided us the opportunity to gather information and insights on the relevant technological solutions to be developed to connect all start-ups service. Specifically, this action has been informed by the 1<sup>st</sup> Peer Review with the partners (LE núm 2), by the Business Project Office from Bologna (LE núm. 4) and by the Lithuanian start-up database and its approach to defining start-ups (LE núm. 3.2).

### 5.2 *Description*

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The main objective of this action is to develop an integrated OSS that includes all the services that our Ministry can offer to the start-ups. Our action is aimed to ensure that the 3 services that are currently offered – the entrepreneurship services, the OSS and the start-up directory - are interconnected in order to facilitate a single, comprehensive and targeted service offer that is traceable and monitored centrally. This will enable start-ups to benefit from other services if they need to reconnect with the administration in particular at later stages (e.g. after legalization). Hence, we will be able to continuously offer a comprehensive service that is targeted to individual needs of the start-ups and to reach our OOP milestone (only once principle).

With this monitoring, we will ensure higher levels of efficiency across the units involved and ensure that start-ups can benefit from the entire service portfolio offered by our Ministry, namely digital and global services related to entrepreneurship, financing, and administrative procedures.

To implement this action, the following steps will be carried out:

As the first step of this integration, available information from the Catalan Start-up Portal Directory, provided and managed by **Catalonia Start-up** within the Agency for Business Competitiveness (ACCIÓ), will be migrated to a structured database that is part of the OSS ecosystem. This migration will be carried out by the CTTI and ITC Agency, together with an external company hired. During the work sessions among these entities, the information fields to be migrated and the needs of Catalonia Start-up regarding the publication of the information on its portal, including the search criteria etc. will be specified in detail and included accordingly.

As the second step, we will adapt the application forms and other procedures, so that when start-ups want to access other services that are offered by the OSS platform (e.g. Canal Empresa Portal), they will not need to provide the same data again but can count on the repository of data established.



The third step, after the platform defined in Action 1 is functional, will involve the complete integration of the OSS services and the Catalan Start-up Portal Directory. At this point, the three services will already be connected.

Overall, we considered two different actions outlined in this Action plan, because the platform defined in Action 1 is an actualization of the actual platform. In fact, we could perform only Action 1 without connecting this new platform with any other service, but we expect even better results with the implementation of Action2.

As the new platform requires a long time to be fully operational (2024), we have included in Action 1 only the first two steps. In the meantime, we will be able to improve our start up services by integrating the data that we already have through the Catalan Start-up Portal Directory with the services offered by the OSS (Action 2). In 2023, we will be able to integrate two out of three services. This will enable us to provide an improvement to the policy instrument implementation by then, as well as a reachable prospect of an additional improvement when the new platform is fully completed and operational. Once the latter is achieved, the new platform would be connected with the OSS services.

### **5.3 Stakeholders involved**

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This action will be a joint work of:

- ACCIÓ – Agency for Business Competitiveness (Public Agency)
- Business Management Office – The BME is the office of the Government of Catalonia responsible for informing, advising, receiving, initiating, managing and resolving procedures related to opening, expanding, and modifying data or transfer business activities.
- ITC Agency: provision of support to the design of the service portfolio and access to technology.

### **5.4 Timeframe**

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Step 1 and step 2: execution between June 2022- June 2023

(Step 3 depends on Action 1 and has an aprox. completion date 2024, and hence, is out of scope of Action 2.

### **5.5 Indicative costs**

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25.000 euros.

### **5.6 Indicative funding sources**

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The resources of step 1 and 2 will be made available through the budget of the Business and Labour Ministry, Government of Catalonia and REACT funds. We will apply for the ERDF PO (2021-2027) funds for the implementation of step 3.