

SUMMARY OF THE IEER TF  
AREA 2 GOOD PRACTICES  
2017- STARTUP AND  
ACCELERATOR SUPPORT  
APPENDIX 1



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<b>GP number</b>	<b>Region</b>	<b>Good Practice</b>	<b>Development phase(s) (TBA)</b>
GP 1	Southern Denmark	Pro Project	
GP 2	Valencia	STARTUPV	
GP 3	Haut-de-France	Hubhouse	
GP 4	Haut-de-France	StarPartner	
GP 5	West region, Romania	Antreprenor de Sezon	
GP 6	West region, Romania	INCUBOXX	
GP 7	Helsinki-Uusimaa	Slush	
GP 8	County Kerry	The New Frontiers Entrepreneur Development Programme	
GP 9	Brandenburg	Centre for Entrepreneurship and Transfer	
GP 10	Brandenburg	Zukunft Lausitz	
GP 11	Brandenburg	Innovationszentrum Senftenberg	
GP 12	West Pomerania	Regional Centre for Innovation and Technology Transfer (RCIITT) / Business incubator	
GP 13	Northern Ireland	Innovation for Competitiveness Enterprises (ICE)	
GP 14	Northern Ireland	Innovation Alliance	



<b>1. General information</b>	
<b>Title of the practice</b>	1. <i>Pro-Project</i>
<b>Does this practice come from an Interreg Europe Project</b>	<b>No</b>

In case 'yes' is selected, the following sections appear:

<i>Please select the project acronym</i>	
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<b>Specific objective</b>	<b>SME competitiveness</b>	
<b>Main institution involved</b>	<i>[The University of Southern Denmark and the Regions Cluster organisations.</i>	
<b>Location of the practice</b>	Country	<i>Denmark</i>
	NUTS 1	<i>Please fill in</i>
	NUTS 2	<i>Region Of Southern Denmark</i>
	NUTS 3	<i>Please fill in</i>

<b>2. Detailed description</b>	
	<p>The main problem addressed by the practice is to foster and support growth entrepreneurs within educational institutions.</p> <p>The purpose of the PRO project has entirely been to develop an entrepreneurship course, which was referred to as the PRO program. The program should help incubation as well as the acceleration of new business projects created by student entrepreneurs and other entrepreneurs with higher education primarily associated with universities. The specific aim was thus to create / support knowledge-intensive entrepreneurial sprouts with special focus on supporting entrepreneurs, teams and ideas that have the potential to become growth companies and players in the international market.</p> <p>The primary target group for the project has been students, alumni, researchers and others associated with higher education institutions eg. Southern Danish University. A secondary target group has also been local and national business actors with coupling for entrepreneurial ecosystems such as consultants, investors, business promoters and the like.</p> <p>The program has generally had its primary focus on entrepreneurs with growth potential, hence different screening criteria have continuously been developed and used. Similarly, the PRO program focused on the entire entrepreneurial process and tried to help the individual entrepreneurs, but primarily teams from the very idea to final commercialization.</p>
<b>Resources needed</b>	<p>European Social Fund: 341.026 Euro            Regions own Business Development Fund: 64.200 Euro            Co-financed by partners and participants: 286.825 Euro            Total: 5.190.383 Euro.</p>
<b>Timescale (start/end date)</b>	01.08.2013 – 31.03.2015



<p><b>Evidence of success (results achieved)</b></p>	<p>The practice is to be considered good because it showed that the effort and initiatives had an evident and positive effect. The aim was to create 10 companies and the outcome was 27 new companies. The external evaluation of the project pointed out that the focused and personalised approach had showed a positive effect on the learnings and development of entrepreneurial competences among the participants. This is pointed out in the report by the external evaluation made by COWI.</p>
<p><b>Difficulties encountered/ lessons learned</b></p>	<p>Due to the short time span of the project it was difficult to achieve the level of internationalisation intended by the project. In the external evaluation it is highlighted but also addressed as an issue that could have been resolved with a longer time span and hence more time for the teams to develop their businesses. .</p>
<p><b>Potential for learning or transfer</b></p>	<p>The key success factor was that the project showed that a focused approach will have an effect on number and quality of new start-ups. The hands-on development of teams and competences alongside market development in networks with peers and ecosystem has proven positive. The support of regional development, educational institutions, business environment is crucial to the success of this initiative. Funding is imperative to achieve success.</p>
<p><b>Further information</b></p>	<p><a href="http://pro-programmet.dk/">http://pro-programmet.dk/</a></p>
<p><b>Contact details</b> <i>[Technical: the contact details will be visible only to "Policy Learning Platforms registered members"]</i></p>	
<p><b>Name</b></p>	<p>Ken Holm Thomsen</p>
<p><b>Organisation</b></p>	<p>interact, Institute for Entrepreneurship and Relationship management, University of Southern Denmark.</p>
<p><b>Email</b></p>	<p>kht@sdu.dk</p>
<p><b>Expert opinion</b></p>	<p><i>[500 characters] [Technical: to be filled in by the Policy Learning Platforms experts]</i></p>

Please indicate what start-up development phase is this good practise used for	Pre-Startup phase: yes
	Startup phase: yes
	Growth phase: yes
Is this best practice stand-alone activity/service or part of some other offering?	The initiative is run as a stand-alone initiative, but feeds of the integration of and with other support structures within the university and outside.
Is this best practice supported by EU structural funds? If not, how can it be relevant for the structural funding authority?	Yes.
Is there any cost to participants in engaging with this good practice?	no
How are participants/users selected for this best practice? Please outline any criteria that is required.	On team competences and growth perspectives of their business idea.
Please outline how this good practice is marketed in your region and how it reaches the end-user (please include links if available)	The initiative has run out and the task of promoting and supporting student entrepreneurship is not placed at the organisation that developed and ran the program.
What is innovative about this good practice?	The focused approach which allowed to work intensively with the start-ups.
How has this good practice boosted young entrepreneurship and supported business creation in your region?	By supporting the creation of new start-ups with the potential to grow and develop into international businesses.
Can you please outline “what not to do or things to avoid” in relation to this good practice from experience and learning in providing this good practice in your region?	

1. General information	
<b>Title of the practice</b>	2. <i>STARTUPV: HOW TO CREATE A SUCCESSFUL UNIVERSITY ENTREPRENEURIAL ECOSYSTEM</i>
<b>Does this practice come from an Interreg Europe Project</b>	Yes

In case 'yes' is selected, the following sections appear:

<i>Please select the project acronym</i>	iEER
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Specific objective	SME competitiveness	
<b>Main institution involved</b>	IDEASUPV Universitat Politècnica de Valencia	
<b>Location of the practice</b>	Country	Spain
	NUTS 1	ES5
	NUTS 2	ES52
	NUTS 3	ES523

3. Detailed description	
<b>Detailed information on the practice</b>	<p>The IDEASUPV at the Universitat Politècnica de València unit for entrepreneurship has been functioning for 25 years as of 2017. It was born with the idea of promoting an entrepreneurial culture among the university community, providing entrepreneurial training for the student population and offering a free, accessible mentoring service to both undergraduates and former students. The Unit has evolved and changed over time and has introduced processes and elements that have helped to build a solid, wide-reaching entrepreneurial ecosystem that touches not only the university community but also strongly engages the wider community and public and private organisations. One such element is the Startupv incubator, housed on campus close to IDEASUPV, which began its activity in 2013 and has also undergone continuous processes of improvement, processes that are still improving and that will shape the future of university entrepreneurship for the students of Valencia, and beyond.</p> <p>The end goal of Startupv is to bring together the talent of current and former students with extensive technical knowledge in their fields and, through a process of continuous mentoring, training and the facilitation of tools that will enable the journey towards business creation, will allow for the creation of high growth firms.</p> <p>The ecosystem of university startups consists of a number of different elements, all designed to feed eventually into Startupv, which is the environment where the entrepreneurs can reap the greatest benefit from being close to mentors and from the knowledge spillover and synergies provided by Startupv. The funnel model below shows the different elements that make up the ecosystem and how they access Startupv.</p>



Source: IDEASUPV

The talent is captured through a number of sources i.e. through training activities, such as the Entrepreneur Week Bootcamp, which is just one of the close to 50 dissemination and promotion activities carried out yearly by IDEASUPV. Once entrepreneurial teams are formed, if they are current members of the UPV, they enter the entrepreneurial project spaces in the different faculties. The rector (vice chancellor) has signed formal agreements with each of the faculties to provide these spaces to students who want to start a business as part of the UPVs integrated plan for entrepreneurship. The next grouping concerns entry into the incubator space of Startupv, either from teams formed through the faculties who are ready to start up formally or constituted firms that have at least one founding member from the UPV. The final desired phase of the model is to produce high growth, high return businesses.

From 2014 the experience of UPV at Start-up development was incorporated in the **Innovative Entrepreneur Campus Programme**, an initiative coordinated by the General Sub-directorate of Social Economy and Entrepreneurship of the Government of Valencia Region, in which the five public universities share different projects and best practices related to technology transfer and entrepreneurship. The selected instrument was a contest, called **5U CV Start-up**, coordinated by the UPV, through IDEAS Institute, in order to recognize and promote the efforts of outstanding entrepreneurs with business initiatives, and contribute to the development and consolidation of companies created in the Valencian university system. Its aims are to ease the development of entrepreneurial projects by University members, boost entrepreneurial spirit at University, contribute to consolidation of University-created enterprises and strengthen relationships University-enterprise. Currently the five public universities of Valencia Region are providing candidates for 5U CV Start-up contest from their campuses.

The main stakeholders of STARTUPV are University's and Institute IDEAS staff, and the beneficiaries are students and alumni from UPV. For 5U CV Start-up the stakeholders are the 5 public Universities and the beneficiaries are the students' Start-up initiatives.

**Resources needed**

The most important resources for the ecosystem to function properly are the physical spaces themselves. 2012 saw the agreement to devote the current building that houses Startupv for the development of a business incubator. The building consists of around 50 co-working and individual office spaces offered freely for the first year to newly constituted firms and then for a greatly reduced fee per m<sup>2</sup> to occupy office space from the second year. Most





	<p>projects terminate their incubation time after a two-year period if they do not cease their activities before. Some high growth firms are given the opportunity to stay for longer if they enter an agreement to undertake mentoring responsibilities.</p> <p>Another vital resource is the space provided in each and every faculty in the localised entrepreneurial spaces for project development. Without the collaboration of the faculties and teaching staff, a vital part of the model would be lost.</p> <p>The team of expert mentors employed at IDEASUPV by the university with the sole purpose of guiding firms through the startup process is also a resource that most institutions do not have the luxury of enjoying, but is a fundamental part of the ecosystem at the UPV.</p> <p>For the contest 5U CV Start-up there are two categories of candidates, according to the stage of the business initiative, Startup and Startup junior, provided with three and five prizes respectively, for a total amount of 20.250 €.</p>
<p><b>Timescale (start/end date)</b></p>	<p>2013 – ongoing</p>
<p><b>Evidence of success (results achieved)</b></p>	<p>The Startupv model is unique within the Spanish university community in that it has had over 25 years to evolve and is now the central pillar of a complete ecosystem, that functions from the very start of a student’s university career and is available to entrepreneurs throughout their working lives. There are strong links with regional government (GVA) through collaborations such as the 5U competition and other activities, as well as with the Inndea Innovation Unit of Valencia's city hall, who have a chairship with IDEASUPV. Together with the integrated employment service, IDEASUPV created its own Chairship of Managerial Culture, in which it collaborates with 20 of the largest, most influential companies within the region.</p> <p>In its first three years of existence, the firms housed at Startupv produced an accumulated turnover of €14.7m and just in 2016 declared a turnover of €6.1m. In terms of financing and investment, the firms received €5.2m in the first 3 years and €2.5m in just 2016. It is estimated that 370 jobs have been created directly through Startupv.</p> <p>As for the 5U CV Start-up contest, there have been already three editions, and in 2017 the fourth will raise the number of awarded Start-ups to 32, which obtain some financial support from the economic prizes: for Start-ups first prize amounts to 9.000 €, second to 5.000 € and third to 2.500 €, and for Start-up junior there are five 750 € prizes. .</p>
<p><b>Difficulties encountered/ lessons learned</b></p>	<p>Entrepreneurship has always been a part of the philosophy of the UPV, and IDEAS has long been working to instil that spirit in the community, a fact recognised by the European Award for the Promotion of Entrepreneurship bestowed by the European Commission in 2009. However, the challenge has been how to draw all the potential together and create mechanisms that will allow the mentoring program to be more effective and bring the university community closer to the business world. The development of an on-campus incubator space and project spaces in the various faculties, as well as ties with external agencies, such as GVA or expert mentor networks have allowed for the creation of a very complete ecosystem and an established process to engage the university community in the world of startups.</p>



<p><b>Potential for learning or transfer</b></p>	<p>There are already examples that the UPV model for university entrepreneurship can and has been extrapolated to other contexts. In the course of official visits from other universities, vice-chancellors from other areas have shown enormous interest in the model and workings of the UPV ecosystem. One such example is the Odessa National Polytechnic University. Following their first visit to the UPV in 2012, they went back to the Ukraine and began their own ecosystem based on the UPV model. They returned last year to ascertain what changes there had been in the model in the last 4 years and what they could learn from it, inviting technicians from the UPV to go to the Ukraine to oversee the development of their own Startup system. Similar interest has been shown by the Research and Development Dept. of the Estonian Arts Academy in Talinn, among others.</p>
<p><b>Further information</b></p>	<p><a href="http://www.ideas.upv.es">www.ideas.upv.es</a> <a href="http://www.startupv.upv.es">www.startupv.upv.es</a></p>
<p><b>Contact details</b> <i>[Technical: the contact details will be visible only to "Policy Learning Platforms registered members"]</i></p>	
<p><b>Name</b></p>	<p>Daniel Martinez</p>
<p><b>Organisation</b></p>	<p>Universitat Politecnica de Valencia</p>
<p><b>Email</b></p>	<p><a href="mailto:dmartinez@ideas.upv.es">dmartinez@ideas.upv.es</a></p>
<p><b>Expert opinion</b></p>	<p><i>[500 characters] [Technical: to be filled in by the Policy Learning Platforms experts]</i></p>



<p><b>Please indicate what start-up development phase is this good practise used for</b></p>	<p><b>Pre-Startup phase: yes</b></p> <p><b>Startup phase: yes</b></p> <p><b>Growth phase: yes</b></p>
<p><b>Is this best practice stand-alone activity/service or part of some other offering?</b></p>	<p>Startupv is the central pillar, ecosystem and physical space of an incubator (along with the spaces devoted to business projects within faculties) that is coordinated by the IDEASUPV Entrepreneurship Unit of the Universitat Politècnica de València.</p> <p>STARTUPV practice has fostered 5U CV Start-up contest for recognizing relevant Start-ups at public Universities of Valencia Region.</p>
<p><b>Is this best practice supported by EU structural funds? If not, how can it be relevant for the structural funding authority?</b></p>	<p>The activities of IDEASUPV are funded almost entirely through the integral budget of the Universitat Politècnica de València.</p>
<p><b>Is there any cost to participants in engaging with this good practice?</b></p>	<p>Companies are offered space to start up their businesses totally free of charge in the co-working areas of Startupv. After a year they can choose to continue to form a part of Startupv by occupying individual office space at minimum cost. Firms are offered this opportunity particularly in cases where the product development has evolved over a period of time due to the innovative nature of the companies housed at the UPV, and they need incubation and mentoring over a longer period than other more traditional startups.</p>
<p><b>How are participants/users selected for this best practice? Please outline any criteria that is required.</b></p>	<p>The only criterion for entry into Startupv is that one of the founding members of the firm must have studied in some capacity at the UPV. Spaces in individual faculties are reserved for projects where at least one of the members is currently matriculated at the university.</p>
<p><b>Please outline how this good practice is marketed in your region and how it reaches the end-user (please include links if available)</b></p>	<p>The practice is marketed through the more than 50 training and promotional activities carried out both on and off campus in collaboration with public administration and high profile private companies. Startupv has its own website, and is also present on the IDEASUPV and, when there is an event of some sort, on the general website of the UPV. Startupv companies regularly appear in profile pieces in the local, regional and national press.</p> <p>Links:  Startupv: <a href="http://www.startupv.upv.es">www.startupv.upv.es</a>  IDEASUPV: <a href="http://www.ideas.upv.es">www.ideas.upv.es</a>  Web Universitat: <a href="http://www.upv.es">www.upv.es</a>  5 Valencia public universities startup competition:  <a href="http://www.pcu.es/5ucvstartup/concurs5UCVSTARTUP.html">http://www.pcu.es/5ucvstartup/concurs5UCVSTARTUP.html</a></p>
<p><b>What is innovative about this good practice?</b></p>	<p>The innovation lies in the ecosystem that has grown up around the activities of IDEASUPV and the strategic plan for entrepreneurship, with Startupv as its main pillar. IDEASUPV was the first mentoring service of its kind in Spain with a methodology that includes constant monitoring and contact with entrepreneurs, and a team of technical experts employed by the university solely for this purpose. The models and methodologies created have been the fruit of a pioneering program over 25 years that can be repeated in other</p>

	<p>universities with the full backing of the university management, as IDEASUPV has enjoyed.</p>
<p><b>How has this good practice boosted young entrepreneurship and supported business creation in your region?</b></p>	<p>The activity and mentorship at Startupv and IDEASUPV has boosted youth entrepreneurship in a number of ways. Based on figures gathered at the end of 2016, some of the indicators of the impact of IDEASUPV and Startupv are as follows:</p> <p>Accumulated turnover from the IDEASUPV ecosystem whilst under the mentorship of the university: €15m.</p> <p>Accumulated businesses created under the mentorship of IDEASUPV: 786</p> <p>Accumulated businesses that have passed through the Startupv ecosystem (faculties and incubator) 2013-2016 : 205</p> <p>Accumulated employment generated at IDEAS and Startupv : 600 posts</p>
<p><b>Can you please outline “what not to do or things to avoid” in relation to this good practice from experience and learning in providing this good practice in your region?</b></p>	<p>The greatest pitfall when attempting to create an entrepreneurial spirit and a functioning ecosystem is lack of preparation. Given the somewhat rigid bureaucratic structures of public universities, it is essential to have all the stakeholders on board and believing in the mission of the university to prepare its members for business creation, from the top right the way down to the end users of the services provided for entrepreneurs. Processes need to be carefully designed, which is where this best practice can be useful. A lot of the processes at Startupv have come about through 25 years of experience, while transferring that knowledge to other institutions can save sizeable time and money.</p>

**Good Practice user testimonial**

**Please help us to build user cases and get a better understanding of how this best practice works. Kindly provide one user testimonial per case study.**

Young Entrepreneur (YE)# Name	Laura Blanco
Business name	BIOND
Website link	www.biondsc.com
What sector is this young entrepreneur working in	Biotechnology
What problem was the YE trying to solve?	Scientist communication and dissemination
Where did they hear about the good practice?	From colleagues who were working here
Was there a cost to the YE?	As for every entrepreneur at StartUPV, I have started up my business totally free of charge the first year, and after that period I am paying 29€+IVA every month
Why did the YE decided to engage with this good practice?	<ul style="list-style-type: none"> <li>-Reputation of UPV</li> <li>- As the subject of the startup is science, it is convenient to work side by side with a University</li> <li>- Entrepreneurial ecosystem is real at StartUPV</li> <li>- The Ecosystem contributes to grow professionally and personally</li> </ul>
What benefits did they get from engaging in the good practice?	Meeting colleagues to share knowledge and experience. It is a pleasure to go to work every day because of the atmosphere. Moreover, technical advisors are always available to help and to mentor, so being here is an opportunity to learn and grow
What does the YE feel are the strengths of the good practice?	<ul style="list-style-type: none"> <li>-The atmosphere of the ecosystem</li> <li>-Mentoring, supporting</li> <li>- Belonging to UPV, a great university</li> </ul>
What recommendations do they have for improving the good practice?	To work closer to the advisors because ideas are coming suddenly. Mentors should have the office at the same building as the entrepreneurs.
Is this young entrepreneur happy to have their case study published either in the iEER handbook and/or online in a website?	Of course. It is always a pleasure to have visibility from IDEAS UPV. This is another good point of belonging to StartUPV, you are always connected to events and conferences that makes you feel important and let you grow
Does the YE consent to the TF leader contacting them for more information (If so please include their email address)	Of course lbsobero@biondsc.com

**#iEER defines young entrepreneurs between age 18 to 45 who are at the early stage of starting business or young firms no older than 5 years.**

3. General information	
Title of the practice	<i>3.Hubhouse – operational support mission</i>
Does this practice come from an Interreg Europe Project	Yes

In case 'yes' is selected, the following sections appear:

<b>Please select the project acronym</b>	iEER
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<b>Specific objective</b>	<b>SME competitiveness</b>	
<b>Main institution involved</b>	Regional Council, Universities and HEI community, University	
<b>Location of the practice</b>	Country	France
	NUTS 1	Hauts-de-France
	NUTS 2	Please fill in
	NUTS 3	Please fill in

<b>4. Detailed description</b>	
<b>Detailed information on the practice</b>	<p>The Regional council in collaboration with Universities have created 7 Hubhouses on the Nord-Pas de Calais territory. The objective is to develop a strong entrepreneurial culture to convince young people of the positive aspects of entrepreneurship. By having early hands-on experience in carrying out their project, young people develop entrepreneurial values and skills for their future professional insertion.</p> <p>Through mutual governance, Hubhouse aims to raise entrepreneurship awareness in Universities and to set an support pathway to entrepreneurship.</p> <p>One of the main hubhouse's task is to help students in carrying out their entrepreneurial project. Hubhouses are hubs and working spaces for all students and less 2 years graduated who want to develop or create a project.</p> <ul style="list-style-type: none"> <li>• On a 1st meeting, the Hubhouse informs about the support that is available and the other instruments/programmes existing in the region. The student can also share his motivations and needs.</li> <li>• An individual support helps the student to define his roadmap to structure his project and methodology. The goal is to formalize the idea through an action plan.</li> <li>• Collective workshops and trainings allow to acquire the knowledge and skills needed to develop an entrepreneurial posture and ability to defend and develop the project.</li> <li>• The Hubhouse also helps to build and develop a network. They are a "one-stop-shop" for students: when knocking the hubhouse's door, the student gets contacts in other support organizations.</li> </ul> <p>Created between 2006 and 2014, each hubhouse used to operate regarding its own rules, However Hubhouses worked on the coordination and standardization of their actions, practices and tools. Today, the hubhouses share a common support offer as well as a common methodology.</p>
<b>Resources needed</b>	3 FTE, total budget : 150 K € - 200 K €.
<b>Timescale (start/end date)</b>	2006 – ongoing
<b>Evidence of success (results achieved)</b>	37 477 students sensitised, 312 students guided, around 30 business creations. Accompanied students give good feedbacks, they like to be



	<i>accompanied by HubHouse. Nevertheless, sensitized students still need to be more “activated”.</i>
<b>Difficulties encountered/ lessons learned</b>	<i>[300 characters] Please specify any difficulties encountered/lessons learned during the implementation of the practice.</i>
<b>Potential for learning or transfer</b>	<p><i>The interest of such a practice is first to answer to student’s particularity :</i></p> <ul style="list-style-type: none"> <li>- <i>The local support provided is adapted to the students’schedules</i></li> <li>- <i>Hubhouse are coherent with scholarship issues and HEI representatives</i></li> <li>- <i>Hubhouse provide to students a specific support, and not a “one-size fits all” (duration and rythm, frequency, spaces to work, attention,...)</i></li> </ul> <p><i>To ensure the durability of such a measure, strong support from the local authorities is compulsory. This practice shows how the two main institutional actors for learning and professional insertion of students can work together. The interest of the practice is in the governance carried out to boost student’s entrepreneurship.</i></p> <p><i>Key success factors for a transfer :</i></p> <ul style="list-style-type: none"> <li>- <i>Work directly with the institutional representatives</i></li> <li>- <i>Mobilise the stakeholders from the beginning of the reflection</i></li> </ul> <p><i>Factors that can hamper a transfer:</i></p> <p><i>If HEIs don’t have a true entrepreneurship policy and thus don’t invest in it</i></p>
<b>Further information</b>	<i>Link to where further information on the good practice can be found</i>
<b>Contact details</b> <i>[Technical: the contact details will be visible only to “Policy Learning Platforms registered members”]</i>	
<b>Name</b>	<i>Nicolas Duhamel</i>
<b>Organisation</b>	<i>Regional Council</i>
<b>Email</b>	<i>nicolas.duhamel@nordpasdecalspicardie.fr</i>
<b>Expert opinion</b>	<i>[500 characters] [Technical: to be filled in by the Policy Learning Platforms experts]</i>

Please indicate what start-up development phase is this good practise used for	Pre-Startup phase: yes
	Startup phase: maybe
	Growth phase: no
Is this best practice stand-alone activity/service or part of some other offering?	This BP is part of a wider offer proposed by Hubhouses (from sensitization to pre-start-up support)
Is this best practice supported by EU structural funds? If not, how can it be relevant for the structural funding authority?	yes
Is there any cost to participants in engaging with this good practice?	No
How are participants/users selected for this best practice? Please outline any criteria that is required.	<i>Student who wants to be supported by the Hubhouse is selected after the 1st meeting : the Hubhouse evaluate his motivations and needs as major criterias. After that, the student have to fill in an application document with details about his idea/project.</i>
Please outline how this good practice is marketed in your region and how it reaches the end-user (please include links if available)	<i>Hubhouses communicate through Universities' websites, have pages on social medias, go to revision courses, meet partners of the entrepreneurial ecosystem, create or participate to events where they can reach their public... Common brand for the 7 hubhouses</i>
What is innovative about this good practice?	<i>Hubhouses are the main gateway to all support programmes dedicated to or available for students who want to carry out a project.</i>
How has this good practice boosted young entrepreneurship and supported business creation in your region?	<i>The services offered by the Hubhouses are well adapted to the students' way of life (time, availability, financial resources, needs, etc.). 37 477 students sensitised, 312 students supported .</i>
Can you please outline "what not to do or things to avoid" in relation to this good practice from experience and learning in providing this good practice in your region?	<i>Things to do :</i> <ul style="list-style-type: none"> <li>- <i>Work directly with the institutional representatives</i></li> <li>- <i>Mobilise the stakeholders from the beginning of the reflection</i></li> <li>- <i>Think to common practices and tools between each Universities from the beginning of the reflection</i></li> </ul>





5. General information	
<b>Title of the practice</b>	4. <i>StarPartners</i>
<b>Does this practice come from an Interreg Europe Project</b>	Yes

In case 'yes' is selected, the following sections appear:

<b>Please select the project acronym</b>	iEER
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<b>Specific objective</b>	SME competitiveness	
<b>Main institution involved</b>	Regional Council, Universities and HEI community, University	
<b>Location of the practice</b>	Country	France
	NUTS 1	FR3 Nord-Pas de Calais
	NUTS 2	FR30 Nord-Pas de Calais
	NUTS 3	Please fill in

6. Detailed description	
<b>Detailed information on the practice</b>	<p><i>Hauts-de-France is a start-up friendly region : it proposes to entrepreneurs and "start-upers" a range of services (start-up support and acceleration, funding, etc) in order to help them set up and develop in the region. In 2016, the network of business incubators supported the creation of 152 start-ups in Hauts-de-France region.</i></p> <p><i>StarPartners was created at the regional incubator's request to deal with the specific challenges of start-up acceleration and scale-up :</i></p> <ul style="list-style-type: none"> <li>- <i>From the start-up point of view: how to find talents to hire? How to identify the ideal business associate?</i></li> <li>- <i>From the associate or "resource-person" point of view: how to learn about an innovative and stimulating project in which I can invest/participate?</i></li> </ul> <p><i>Starpartners is an online platform for start-ups and entrepreneurs. On the platform, start-ups can publish a profile detailing what type of competences or resources they are looking for. The potential associates can also register on the platform and explain in their profile how and what they can invest in the project (money, expertise and competences, etc). The platform allows startups and associates to connect and network. Mentors, investors, business support organizations, large companies are also part of the Starpartners community.</i></p> <p><i>The Starpartners community is also invited to dedicated events to</i></p> <ul style="list-style-type: none"> <li>- <i>Pitch and network</i></li> <li>- <i>Train and exchange experiences</i></li> <li>- <i>Participate to co-design activities on project ideas</i></li> </ul> <p><i>Starpartners was launched by the regional incubators in the framework of the J'innove network (network of innovation stakeholders in the Hauts-de-France</i></p>

	<p><i>region). NFID, the regional innovation agency is responsible for the day to day management of the platform as well as the organisation of events etc.</i></p> <p><i>Starparters is financed by the Hauts-de-France regional council and co-financed by ERDF funds.</i></p>
<p><b>Resources needed</b></p>	<p><i>[Human resources : 0,5 ETP for the day to day management of the platform, organising meetings and events, disseminating information to the Starpartners community</i></p> <p><i>Platform : development of an online platform with profiles and matching options, Q&amp;A part, etc. (see Starpartners website in French : <a href="http://www.starparters.eu/">http://www.starparters.eu/</a>)</i></p> <p><i>Communication: communication campaign focused on the target groups with flyers, short videos...</i></p> <p><i>Social media - Twitter account</i></p>
<p><b>Timescale (start/end date)</b></p>	<p><i>June 2015– ongoing</i></p>
<p><b>Evidence of success (results achieved)</b></p>	<p><i>648 members registered on Starpartners platform (December 2016)</i></p> <p><i>117 startups/entrepreneurial projects submitted on the platform (December 2016)</i></p> <p><i>4 Starpartners event in 2016</i></p> <p><i>148 participants in events in 2016</i></p>
<p><b>Difficulties encountered/ lessons learned</b></p>	<p><i>[300 characters] Please specify any difficulties encountered/lessons learned during the implementation of the practice.</i></p>
<p><b>Potential for learning or transfer</b></p>	<p><i>Beyond the platform, the interest of Starpartners is the community that has developed around the tools and events. The focus on the search for associates for startups is also interesting as finding talents is always a difficult step.</i></p> <p><i>Pre-identification and close relationship with incubators and other support organizations for start-up is one of the key success factor because :</i></p> <ul style="list-style-type: none"> <li><i>- they feed the platform with the projects they support</i></li> <li><i>-they disseminate information and events</i></li> </ul> <p><i>The local events are also very important to create a real community.</i></p>



	<i>Moderation of the platform means a lot of work (validation and monitoring of the projects and people registered)</i>
<b>Further information</b>	<i>Video available at the following link : <a href="http://www.lasuitedanslesidees.fr/Blog/Actualites/StarPartners-la-startup-connection-en-images">http://www.lasuitedanslesidees.fr/Blog/Actualites/StarPartners-la-startup-connection-en-images</a></i>
<b>Contact details</b> <i>[Technical: the contact details will be visible only to "Policy Learning Platforms registered members"]</i>	
<b>Name</b>	Alexandre MIKOLAJCZAK
<b>Organisation</b>	Nord France Innovation Developpement
<b>Email</b>	amikolajczak@nfid.fr
<b>Expert opinion</b>	<i>[500 characters] [Technical: to be filled in by the Policy Learning Platforms experts]</i>

**iEER additional questions to be answered:**

Please indicate what start-up development phase is this good practise used for	Pre-Startup phase: yes
	Startup phase: yes
	Growth phase: no
Is this best practice stand-alone activity/service or part of some other offering?	This BP is linked with the network of regional incubators which are the instigators of Starpartners
Is this best practice supported by EU structural funds? If not, how can it be relevant for the structural funding authority?	yes
Is there any cost to participants in engaging with this good practice?	No
How are participants/users selected for this best practice? Please outline any criteria that is required.	Participants register online on the Starpartners platform. The projects and profiles are managed by the community manager who is in charge of checking the quality of the profiles: completion of projects/profiles, expression of needs, project realistic? ...
Please outline how this good practice is marketed in your region and how it reaches the end-user (please include links if available)	<p>The marketing strategy of Starpartners was updated in 2016 to better reach the target groups. The new motto is "Starpartners, the startup connection".</p> <p>The main communication channels are :</p> <ul style="list-style-type: none"> <li>- Social networks</li> <li>- Newsletters</li> <li>- Other dissemination tools from NFID</li> <li>- Dissemination through partners websites</li> <li>- Flyers and posters visible in the premises of incubators, business support organizations...</li> </ul> <p><a href="http://www.starparters.eu/">http://www.starparters.eu/</a></p> <p>Video available at the following link : <a href="http://www.lasuitedanslesidees.fr/Blog/Actualites/StarPartners-la-startup-connection-en-images">http://www.lasuitedanslesidees.fr/Blog/Actualites/StarPartners-la-startup-connection-en-images</a></p>
What is innovative about this good practice?	<p>This good practice enable entrepreneurs to find associates or employees more easily. Before Starpartners, there were no other solution/tool for searching associate/partners at regional level, and only a few at national level.</p> <p>The innovative part of Starpartners is not really the platform but the community that is being built around it.</p>
How has this good practice boosted young entrepreneurship and supported business creation in your region?	The development of a regional community enlarge the number of support solutions for startups. Startups can find support outside the incubators, meet and network with other startups/experts/supports organisations.
Can you please outline "what not to do or things to avoid" in relation to this good practice from experience and learning in providing this good practice in your region?	<p>What not to do :</p> <ul style="list-style-type: none"> <li>- develop a communication strategy too "institutional": remember the target are startups, entrepreneurs, etc</li> <li>-Under-estimate the time needed to run the programme : 1 community manager + 1 "matchmaker" would be the best organisation</li> </ul>

**Interreg  
Europe**



European Union | European Regional Development Fund





1. General information	
<b>Title of the practice</b>	5. <i>Antreprenor de Sezon</i>
<b>Does this practice come from an Interreg Europe Project</b>	No

In case 'yes' is selected, the following sections appear:

<b>Please select the project acronym</b>	iEER
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<b>Specific objective</b>	<b>Develop the entrepreneurial spirit at students</b> <b>Experiment the entrepreneurial life</b> <b>Business plan creation</b>	
<b>Main institution involved</b>	<i>Minds Hub, Timisoara, Romania</i>	
<b>Location of the practice</b>	Country	<i>Romania</i>
	NUTS 1	<i>Please fill in</i>
	NUTS 2	<i>Please fill in</i>
	NUTS 3	<i>Please fill in</i>

2. Detailed description	
<b>Detailed information on the practice</b>	<p><i>Young students in our economic environment in Timisoara are bombarded with opportunities of working in sound companies with well paid salaries and a lot of extra benefits. However, there are still students and young people that are eager to start on their own and open a business they've dreamed of or continue a business family.</i></p> <p><i>For the second category we developed a program called "Antreprenor de Sezon" on the concept of "exercise businesses", giving students and youngsters the opportunity to try out the entrepreneur's "clothes" for one month in a competition that gives them experience, money and networking.</i></p> <p><i>The practice is constructed around 10 teams of students with 2 kind of backgrounds: entrepreneurial/economic and creative/artistic. The main objective for them is after 1 month of challenges to sell one kind of a product; "Martisor" (traditional product sold on 1st of March to announce the beginning of spring). They receive an initial capital of 100 euro which they need to give back at the end of the program; the profit will be kept by the team.</i></p> <p><i>During that month they have to follow the next steps:</i></p> <ul style="list-style-type: none"> <li>- 5 trainings ( branding, management, prices and costs, team communication, sales)</li> <li>- developing a business plan</li> <li>- presenting the plan in front of a jury</li> <li>- creation process</li> <li>- selling the products created</li> </ul> <p><i>After the month is over, an awards ceremony is organised giving 3 prizes in money (500 euro, 300 euro, 200 euro) and one for the most popular team.</i></p>



	<p>The main beneficiaries are the students of faculties like economics, management, politech, arts and science, but pupils from high-school are also encouraged to participate. Companies also are benefiting from this experience because they get to mentor and work with ambitious and talented young people, and also the society as a whole.</p>
<p><b>Resources needed</b></p>	<p>The project needs many resources, material and non-material.</p> <p>Material ones are :</p> <ul style="list-style-type: none"> <li>-initial capital to give as a loan for the 10 teams = 100 euro * 10 = 1000 euro</li> <li>-capital for organising the project = 1000 euro, some logistics can be solved on barter.</li> <li>- a space that can be used for opening event, trainings, judging the business plans, awards ceremony, etc that can accomodate easily ~ 50 people.</li> </ul> <p>Non-material:</p> <ul style="list-style-type: none"> <li>-know-how from specialists</li> <li>-a team of 5-7 people that supply different functions in organising the program</li> </ul>
<p><b>Timescale (start/end date)</b></p>	<p>Seasonal program eg. 6 February - 10 March</p>
<p><b>Evidence of success (results achieved)</b></p>	<p>It is good because it gives the participants a more practical prespective on how a real business might look like, how hard is working in teams and facing the competition on the market, giving the best in the selling process in order to exceed your expenditures.</p> <p>Total sales of the project from the 10 teams are at 25068.42 RON, net profit 16136.13 RON from which expenditures are at 8051.7 RON.</p> <p>Eg. The first place, which got the higher points at evaluation, had an investition of 900 RON from which they had a ~5700 RON profit.</p> <p>The average grade received at the Q from the feedback form "How usefull was this project for you?" was 8.466666667.</p>
<p><b>Difficulties encountered/ lessons learned</b></p>	<p>We need, as organizers a better understanding of a start-up process and much more know-how in the business area and how to accomodate the needs of a young person that does not know so many things about a business plan, strategies, etc when entering the project.</p> <p>Also we need to have a better communication with the participants and more people to be hands-on when the teams need counselling. We reveived out of 10, 7.06 points at communication, and 8.06 for transparency.</p>
<p><b>Potential for learning or transfer</b></p>	<p>[1000 characters] Please explain why you consider this practice (or some aspects of this practice) as being potentially interesting for other regions to learn from. This can be done e.g. through information on key success factors</p>



	<p><i>for a transfer or on, factors that can hamper a transfer. Information on transfer(s) that already took place can also be provided (if possible, specify the country, the region – NUTS 2 – and organisation to which the practice was transferred)</i></p> <p><i>[Technical: A good practice be edited throughout a project life time (e.g. to add information on the transfers that have occurred)]</i></p>
<b>Further information</b>	<p><a href="https://www.facebook.com/events/260337751065575/">https://www.facebook.com/events/260337751065575/</a> <a href="http://www.mindshub.ro">www.mindshub.ro</a></p>
<b>Contact details</b> <i>[Technical: the contact details will be visible only to “Policy Learning Platforms registered members”]</i>	
<b>Name</b>	Popa Ana Maria
<b>Organisation</b>	Minds Hub
<b>Email</b>	anamaria.popa@mindshub.ro
<b>Expert opinion</b>	<p><i>[500 characters] [Technical: to be filled in by the Policy Learning Platforms experts]</i></p>



**iEER additional questions to be answered:**

Please indicate what start-up development phase is this good practise used for	Pre-Startup phase: yes
	Startup phase: no
	Growth phase: no
Is this best practice stand-alone activity/service or part of some other offering?	It is a stand alone-practice
Is this best practice supported by EU structural funds? If not, how can it be relevant for the structural funding authority?	<i>Not yet, it might be. The amount of funds required are small and can be fundraised through sponsorships. Maybe if we could think a bigger program then it might need EU structural funds.</i>
Is there any cost to participants in engaging with this good practice?	<i>No, only if they want to add more funds to their initial investment of 100 euro.</i>
How are participants/users selected for this best practice? Please outline any criteria that is required.	<i>Anyone before 16 years old, student or pupil can participate. It is a program for entrepreneurship seekers, you don't need any skills and knowlegde.</i>
Please outline how this good practice is marketed in your region and how it reaches the end-user (please include links if available)	<i><a href="https://www.facebook.com/events/260337751065575/">https://www.facebook.com/events/260337751065575/</a> on facebook, websites, via student NGOs, via professors, on local press publications/online, through flyers and posters in the faculties and high-schools.</i>
What is innovative about this good practice?	<i>It is a practical measure, competition style that engages young people during one month to give their best. Also they are required to produce some goods and sell them, respecting rules from real life and real market conditions.</i>
How has this good practice boosted young entrepreneurship and supported business creation in your region?	<i>We cannot tell yet, because we are at the second edition, but as a written objective of the project we want to encourage after each edition the development of start-ups in creative industries.</i>
Can you please outline "what not to do or things to avoid" in relation to this good practice from experience and learning in providing this good practice in your region?	<i>Don't let the participants form the teams by their wishes, try to make the teams equilibrated and uniform. Each team should have at least 2 people with artistic background and try to be very transparent with the rules of the competition. Contact us before puting the program on place.</i>

**Good Practice user testimonial**

**Please help us to build user cases and get a better understanding of how this best practice works. Kindly provide one user testimonial per case study.**

Young Entrepreneur (YE)# Name	<b>Estera Mihăilă</b>
Business name	<b>EVA</b>
Website link	<b><a href="https://www.facebook.com/MartisoareleEVA/">https://www.facebook.com/MartisoareleEVA/</a></b>
What sector is this young entrepreneur working in	<b>Arts and Crafts</b>
What problem was the YE trying to solve?	<b>Bringing quality and beauty on a kitsch market</b>
Where did they hear about the good practice?	<b>Online channels, part of Minds Hub community</b>
Was there a cost to the YE?	<b>No, not at register</b>
Why did the YE decided to engage with this good practice?	<b>It was a great chance to see how it is like to be an entrepreneur without facing too many risks, playing the role at a slightly small scale, while facing almost all the challenges that might occur.</b>
What benefits did they get from engaging in the good practice?	<b>The project taught the student basic skills needed for such a career: teamwork, time management, following budgets, sales while also having the chance to see that a dream grows with the team and having the same purpose as a team can lead you to winning a competitions, making friends and at the same time potential business partners for the future and getting financial benefits that can be stimulating at the end of the game.</b>
What does the YE feel are the strengths of the good practice?	<b>The most important asset this practice has is the small amount of risk involved. Even if you fail to reach your target, there is not a great loss and it will not influence a YE in any bad manner. This aspect looks promising to any participant that would want to join the project, since there is nothing to lose but a lot to gain.</b>
What recommendations do they have for improving the good practice?	<b>There should be clear rules stated at the beggining and suffering no modification during the project, unless all the participants benefit from the change. There should be no "we make an exception this time" and it should be a transparent evaluation at all times.</b>
Is this young entrepreneur happy to have their case study published either in the iEER handbook and/or online in a website?	<b>Sure :)</b>
Does the YE consent to the TF leader contacting them for more information (If so please include their email address)	<b>mihailaestera@gmail.com</b>

<b>1. General information</b>	
<b>Title of the practice</b>	<b>6. INCUBOXX Consolidation of the local entrepreneurship ecosystem</b>
<b>Does this practice come from an Interreg Europe Project</b>	<b>Yes</b>

In case 'yes' is selected, the following sections appear:

<b>Please select the project acronym</b>	iEER
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<b>Specific objective</b>	<b>SME competitiveness</b>	
<b>Main institution involved</b>	INCUBOXX	
<b>Location of the practice</b>	Country	Romania
	NUTS 1	Please fill in
	NUTS 2	Please fill in
	NUTS 3	Please fill in

<b>2. Detailed description</b>	
<b>Detailed information on the practice</b>	<p><i>One of the main problems Timisoara and Western Romania faces is the fragmentation of the startup ecosystem. Although there are a few emerging grassroots initiatives, they work separately and rarely make a sustainable impact.</i></p> <p><i>At INCUBOXX, we aim to become a hub for all those interested in IT&amp;C and entrepreneurship.</i></p> <p><i>We achieve that by offering startups and interested parties all the resources needed to grow. From affordable office spaces to events, networking opportunities, trainings, coaching, consultancy.</i></p> <p><i>We put the infrastructure at the disposal of those interested in helping the startup ecosystem grow in order to become the „Go To” destination for those who wish to start a startup but do not know where to start.</i></p> <p><i>We implement this good practice on the one hand by organizing different events which are focused on the attitude, competences and the knowledge that startups need, and on the other hand by becoming a platform and allowing others to organize their events and initiatives with our help (logistic, informational etc.)</i></p> <p><i>As stakeholders we managed to attract local entrepreneurs who wish to pass on their knowledge, universities, Timisoara City Hall and the Local Council, other public and private institutions and organizations that provide services complementary to ours.</i></p> <p><i>Our main beneficiaries are students and aspiring entrepreneurs on the one hand, and on the other hand early stage startups.</i></p>
<b>Resources needed</b>	<i>Event spaces, such as seminar and conference rooms and 2-3 persons who can manage the events and the strategy.</i>
<b>Timescale (start/end date)</b>	<i>January 2015 - Ongoing</i>
<b>Evidence of success (results achieved)</b>	<i>[We believe that our decision to become a platform for the local actors has proved successful when looking at KPIs such as events organized in our infrastructure both by us and other stakeholders and the number of participants at each event and in total.</i>
<b>Difficulties encountered/ lessons learned</b>	<i>One of the main difficulties came from logistical aspects, to fit in all the events and the second would be convincing the other interested parties that it is more beneficial to join forces.</i>



<p><b>Potential for learning or transfer</b></p>	<p><i>We believe this good practice can be easily transferred to other locations that have a business incubator or a space that can be used for meetups and other events.</i></p> <p><i>The only thing needed to be done would be to gather in one place all the lessons learned by INCUBOXX in fostering entrepreneurship at the local level.</i></p>
<p><b>Further information</b></p>	<p><i>Link to where further information on the good practice can be found</i></p>
<p><b>Contact details</b> <i>[Technical: the contact details will be visible only to "Policy Learning Platforms registered members"]</i></p>	
<p><b>Name</b></p>	
<p><b>Organisation</b></p>	
<p><b>Email</b></p>	
<p><b>Expert opinion</b></p>	<p><i>[500 characters] [Technical: to be filled in by the Policy Learning Platforms experts]</i></p>

1. General information	
<b>Title of the practice</b>	<b>7. Slush start-up event</b>
<b>Does this practice come from an Interreg Europe Project</b>	<b>No</b>

In case 'yes' is selected, the following sections appear:

<b>Please select the project acronym</b>	<b>iEER</b>
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<b>Specific objective</b>	<b>SME competitiveness</b>	
<b>Main institution involved</b>	<i>[Technical: The name of the institution and location of the practice are per default those of the practice author. They remain editable.]</i>	
<b>Location of the practice</b>	Country	<i>Finland</i>
	NUTS 1	<i>Manner-Suomi</i>
	NUTS 2	<i>Helsinki-Uusimaa</i>
	NUTS 3	<i>Helsinki-Uusima</i>

2. Detailed description	
<b>Detailed information on the practice</b>	<p><i>[1500 characters] Please provide information on the practice itself. In particular:</i></p> <ul style="list-style-type: none"> <li>- <i>What is the problem addressed and the context which triggered the introduction of the practice?</i></li> <li>- <i>How does the practice reach its objectives and how it is implemented?</i></li> <li>- <i>Who are the main stakeholders and beneficiaries of the practice?</i></li> </ul> <p>Slush is a two-day international startup and investor event. organized annually in Helsinki, Finland.</p> <p>Slush is a student-driven, non-profit movement originally founded to change attitudes toward entrepreneurship. It has grown into one of the leading events of its kind from a 300-person assembly in 2008. In 2016 there were 17 500 attendees, 2 336 start-ups, 1146 investors, 5643 investor-start-up meetings,</p> <p>At the very core of Slush is to facilitate founder and investor meetings and to build a world-wide startup community.</p> <p>In 2015, Slush was organized in Tokyo and Beijing for the first time. In 2016, Slush was organized in Tokyo, Shanghai and Singapore.</p>



<p><b>Resources needed</b></p>	<p><i>[300 characters] Please specify the amount of funding/financial resources used and/or the human resources required to set up and to run the practice.</i></p> <p>Slush is a student-run movement supported by a global network of students, volunteers, investors, founders and business influencers.</p> <p>The budgets for different Slush events depends on the scale of the event. The budget for the Helsinki event in 2016 was about 5,4M€ and it was organized with the help of 2,400 volunteers.</p>
<p><b>Timescale (start/end date)</b></p>	<p>2008 - present</p>
<p><b>Evidence of success (results achieved)</b></p>	<p><i>[500 characters] Why is this practice considered as good? Please provide factual evidence that demonstrates its success or failure (e.g. measurable outputs/results).</i></p> <p>In 2016 there were 17 500 attendees from over 120 countries including 2 336 start-ups, 1146 investors, 5643 investor-start-up meetings, 610 journalists. Media reach for the event was 500M people. 372 open positions were posted to Slush jobs, Sush.org had 342,983 visitors and all-in-all there were 130 registered side events.</p> <p>Slush was held for the first time in 2008. The first three years the event was aimed at local entrepreneurs and investors. In 2008-2010, the number of participants increased by 250 to 500</p> <p>The 2011 event was one of 1500 participants, 150 growth companies and 15 venture capital companies.</p> <p>The 2013 Slush collected the Cable Factory a total of 7 000 people, 1 200 growth companies and 120 venture capital companies.</p> <p>In 2014, Slush was visited by 14 000 people from 79 countries. The event was attended by about 1400 growth companies, 750 investors, 700 journalists and 140 venture capital companies.</p>
<p><b>Difficulties encountered/ lessons learned</b></p>	<p><i>[300 characters] Please specify any difficulties encountered/lessons learned during the implementation of the practice.</i></p>
<p><b>Potential for learning or transfer</b></p>	<p><i>[1000 characters] Please explain why you consider this practice (or some aspects of this practice) as being potentially interesting for other regions to learn from. This can be done e.g. through information on key success factors for a transfer or on, factors that can hamper a transfer. Information on transfer(s) that already took place can also be provided (if possible, specify the country, the region – NUTS 2 – and organisation to which the practice was transferred)</i></p>



	<p><i>[Technical: A good practice be edited throughout a project life time (e.g. to add information on the transfers that have occurred)]</i></p> <p>Even though Slush as a events has evolved in ten years time and is perhaps unique as such there are many recognizable features that are worth learning. Event is based on non-profit community of entrepreneurs, investors, students, and festival organizers and there is a great amount of volunteers helping to make the event happen</p> <p>There is a strong emphasis in founder and investor meetings which are facilitated well.</p>
<p><b>Further information</b></p>	<p><i>Link to where further information on the good practice can be found</i> <u><a href="http://www.slush.org/">http://www.slush.org/</a></u></p>
<p><b>Contact details</b> <i>[Technical: the contact details will be visible only to “Policy Learning Platforms registered members”]</i></p>	
<p><b>Name</b></p>	
<p><b>Organisation</b></p>	
<p><b>Email</b></p>	
<p><b>Expert opinion</b></p>	<p><i>[500 characters] [Technical: to be filled in by the Policy Learning Platforms experts]</i></p>



<p><b>Please indicate what start-up development phase is this good practise used for</b></p>	Pre-Startup phase: maybe
	Startup phase: yes
	Growth phase: yes
<p><b>Is this best practice stand-alone activity/service or part of some other offering?</b></p>	Stand alone,
<p><b>Is this best practice supported by EU structural funds? If not, how can it be relevant for the structural funding authority?</b></p>	No
<p><b>Is there any cost to participants in engaging with this good practice?</b></p>	Yes
<p><b>How are participants/users selected for this best practice? Please outline any criteria that is required.</b></p>	Conference and executive tickets are accessible for everyone, but all the other ticket types (investor, startup, media & students) are application only.
<p><b>Please outline how this good practice is marketed in your region and how it reaches the end-user (please include links if available)</b></p>	Slush marketing is based on getting the wildest ideas into reality via mostly digital channels and our partner network. In addition, Slush tours regularly around the world in different events to share the Nordic story.
<p><b>What is innovative about this good practice?</b></p>	<i>Global event has started as a grass root movement activity.</i> Emphasis on facilitated founder and investor meetings
<p><b>How has this good practice boosted young entrepreneurship and supported business creation in your region?</b></p>	Yes. In 2016 there were 17 500 attendees, 2 336 start-ups, 1146 investors, 5643 investor-start-up meetings. It is not just because of Slush but in 2016 there was 383 million Euros worth new risk money investments in early-stage companies in Finland. The number increased by 42 per cent from 2015.
<p><b>Can you please outline “what not to do or things to avoid” in relation to this good practice from experience and learning in providing this good practice in your region?</b></p>	



General information	
Title of the practice	8. <i>The New Frontiers Entrepreneur Development Programme</i>
Does this practice come from an Interreg Europe Project	No

In case 'yes' is selected, the following sections appear:

Please select the project acronym	iEER
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Specific objective	<b>SME competitiveness</b>	
Main institution involved	<i>Institute of Technology, Tralee</i>	
Location of the practice	Country	<i>Ireland</i>
	NUTS 1	<i>Éire / Ireland IE0</i>
	NUTS 2	<i>Southern and Eastern NUTS-II Region IE02</i>
	NUTS 3	<i>South East Region IE025</i>

7. Detailed description	
Detailed information on the practice	<p>New Frontiers is Ireland's national entrepreneur development programme that is delivered at a local level by the Institutes of Technology (IOT) and funded and managed by Enterprise Ireland (EI).</p> <p>It is co-funded by the European Regional Development Fund (ERDF) under the national Structural and Investment Funds Programmes 2014-2020. Housed at the Tom Crean Business Centre in Tralee, Kerry, Its primary purpose is to accelerate the development of sustainable new businesses which have strong employment and growth potential and contribute to job creation and economic activity in regional locations.</p> <p>The Programme is an important element of EI's strategy in the promotion of entrepreneurship and creation of new business start-ups. New Frontiers differs from privately-funded 'accelerator' programmes in that its main focus is on the entrepreneur's business concept rather than the enterprise and with progressing the business concept to investable business - consequently the programme does not take equity at this stage.</p> <p>New Frontiers is a three-phase programme, designed to provide an integrated and comprehensive set of business development supports to participants.</p> <p><b>Phase 1: Testing your business idea</b> Held part-time over an 8-10 week period, Phase 1 helps to validate the market potential of the business idea, providing information and general start-up training, allowing the entrepreneur to evaluate if their idea can be turned into a viable proposition.</p> <p>Key benefits are:</p> <ul style="list-style-type: none"> <li>• Business validation and market research workshops</li> </ul>



	<ul style="list-style-type: none"> <li>• Peer to peer networking and learning</li> <li>• De-risk your business model</li> <li>• Deselection</li> </ul> <p><b>Phase 2: Business planning</b></p> <p>Following a competitive selection process Phase 2 offers intensive support for six months to develop both the entrepreneur’s skills and their ability to work up their business proposition. Using workshops, mentoring and regular reviews, the business proposition, the identification of potential customers, sales channels and funding options are refined and supported. Financial aid of up to €15,000 in funding is offered, subject to satisfactory performance and development reviews.</p> <p>Key benefits are:</p> <ul style="list-style-type: none"> <li>• Full-time incubation support for 6 months</li> <li>• Grant of up to €15,000 for the participant</li> <li>• No equity taken from your business</li> <li>• Develop a strong business plan</li> <li>• Comprehensive and intensive mentorship and coaching</li> <li>• Peer to peer networking and learning</li> <li>• Access to R&amp;D facilities</li> <li>• Hot-desk and other incubation facilities</li> <li>• Web hosting and support from Amazon worth \$15,000</li> <li>• Access to Microsoft’s BizSpark platform for software developers worth €100,000</li> </ul> <p><b>Phase 3: Business development</b></p> <p>Businesses emerging from Phase 2 will be guided to the most relevant government support that can best help them at their particular stage of development. Further incubation facilities and support may be available to participants for a limited period, in conjunction with ongoing support from the Incubation Centre.</p> <p>Key benefits are:</p> <ul style="list-style-type: none"> <li>• Full time for 2-3 months</li> <li>• Further hot-desk and incubation facilities</li> <li>• Introduction to government and private investment opportunities</li> <li>• Delivering on the business plan</li> </ul>
<p><b>Resources needed</b></p>	<p>The Institute of Technology is required to submit an application for funding for 3 year cycles to manage and deliver the programme. The IT Tralee and Cork IT received €3m in 2016 to run the programme for 3 years. This money is used to provide a manager for the programme, to recruit trainers (through a tendering process) to deliver the different aspects of training and mentoring for Phases 1, 2 and 3.</p>
<p><b>Timescale (start/end date)</b></p>	<p>The IT Tralee offers 2 phase one programmes between the months of April and June. Selection for Phase is completed in July with Phase 2 commencing in September and concluding at the end of March. Those successful candidates for Phase 3 complete in June.</p>
<p><b>Evidence of success (results achieved)</b></p>	<p>Since the programme started in 2012 ITT and CIT have collectively supported 88 new companies who have created 169 jobs for the region. These new companies are creating sustainable businesses, jobs and economic stability in</p>

	<p>the South-west. Enterprise Ireland is working in partnership with the Institutes of Technology to give potential entrepreneurs the skills they need to successfully set up and run a company.</p> <p>In Kerry alone six of our companies received HPSU status – Higher Potential Start-up which allows them to compete for a further€250k public and private investment due to the ability shown for their business to trade and scale internationally.</p> <table border="1" data-bbox="644 546 1447 943"> <thead> <tr> <th colspan="2">Metric</th> <th>Achieved</th> </tr> <tr> <th colspan="2"></th> <th>IT Tralee</th> </tr> </thead> <tbody> <tr> <td colspan="2">Number of Phase 1 participants</td> <td>132</td> </tr> <tr> <td colspan="2">Number of Phase 2 participants</td> <td>38</td> </tr> <tr> <td colspan="2">Number of those participants that registered their business</td> <td></td> </tr> <tr> <td rowspan="3">Number Of businesses that received</td> <td>Competitive Start Funding</td> <td>9</td> </tr> <tr> <td>HPSU Funding*</td> <td>6</td> </tr> <tr> <td>LEO Funding</td> <td>13</td> </tr> </tbody> </table> <p>(As of December 2015)</p> <table border="1" data-bbox="638 1075 1455 1299"> <thead> <tr> <th></th> <th>2012</th> <th>2013</th> <th>2014</th> <th>2015</th> </tr> </thead> <tbody> <tr> <td>Turnover</td> <td>€810K</td> <td>€399K</td> <td>€135K</td> <td>€781K</td> </tr> <tr> <td>Investment</td> <td>€655K</td> <td>€419K</td> <td>€858K</td> <td>€70</td> </tr> <tr> <td>Jobs created</td> <td>17</td> <td>25</td> <td>21</td> <td>16</td> </tr> </tbody> </table>	Metric		Achieved			IT Tralee	Number of Phase 1 participants		132	Number of Phase 2 participants		38	Number of those participants that registered their business			Number Of businesses that received	Competitive Start Funding	9	HPSU Funding*	6	LEO Funding	13		2012	2013	2014	2015	Turnover	€810K	€399K	€135K	€781K	Investment	€655K	€419K	€858K	€70	Jobs created	17	25	21	16
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<p><b>Difficulties encountered/ lessons learned</b></p>	<p>Managing the participants Meeting deliverables Managing expectations</p>																																										
<p><b>Potential for learning or transfer</b></p>	<p>-Offers a proven model of success Provides templates for each stage of the programme Access to national expertise Pool of renowned mentors for different disciplines</p>																																										
<p><b>Further information</b></p>	<p><a href="https://enterprise-ireland.com/en/Start-a-Business-in-Ireland/Supports-for-High-Potential-Start-Ups/New-Frontiers-Entrepreneur-Development-Programme.html">https://enterprise-ireland.com/en/Start-a-Business-in-Ireland/Supports-for-High-Potential-Start-Ups/New-Frontiers-Entrepreneur-Development-Programme.html</a></p>																																										
<p><b>Contact details</b></p>																																											
<p><b>Name</b></p>	<p>Anne Looney, Marketing &amp; Enterprise Officer</p>																																										
<p><b>Organisation</b></p>	<p>New Frontiers Programme , Institute of Technology, Tralee, S301, North Campus, Tralee, Co. Kerry</p>																																										
<p><b>Email</b></p>	<p><a href="mailto:anne.looney@staff.ralee.ie">anne.looney@staff.ralee.ie</a></p>																																										

Expert opinion	<i>[500 characters] [Technical: to be filled in by the Policy Learning Platforms experts]</i>
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Please indicate what start-up development phase is this good practise used for	Pre-Start-up phase: yes
	Start- up phase: yes
	Growth phase: yes
Is this best practice stand-alone activity/service or part of some other offering?	A Standalone activity
Is this best practice supported by EU structural funds? If not, how can it be relevant for the structural funding authority?	Yes
Is there any cost to participants in engaging with this good practice?	Phase one is delivered during the evening time allowing the participants to engage with the programme during their own time. Successful candidates (ranging between 8 and 10) are paid a bursary of €15,000 for those six months paid in 4 payments based on an agreed set of deliverables over that period of time. Companies who move on the Phase 3 is based on their ability to scale the business internationally and are investor ready at the end of that period and receive additional funding for those 3 months.
How are participants/users selected for this best practice? Please outline any criteria that is required.	Requirements include: <ul style="list-style-type: none"> <li>- Submission of a business plan on an agreed template.</li> <li>- Shortlisting of those ideas for interviewing</li> <li>- Further shortlisting of candidates based on those interviews.</li> <li>- A full panel interview and 8-10 candidates are then selected.</li> </ul>
Please outline how this good practice is marketed in your region and how it reaches the end-user (please include links if available)	<p>New Frontiers communicates on a national level using Enterprise Ireland's own web presence and through various networking events such as conferences and summits that invite both New Frontiers inter-regional start-ups and external expertise.</p> <p>On a local level, the New Frontiers communicates through the Institute of Technology, Tralee's website, radio adverts and social media. Each year the participants showcase and pitch their business for funding at the IT Tralee's annual enterprise showcase day. New Frontiers representatives also meet regularly with peers at local networking events they either attend or create in order to promote their presence and approachability to those considering business ventures. Registered businesses under the New Frontiers programme also display the New Frontiers branding at public events in a bid to market the programme.</p>
What is innovative about this good practice?	The programme is a living lab, offering experiential learning, peer to peer learning and access to national and international mentoring expertise and network. Although the incubation model has been present for some years now and more common in urban areas, the New Frontiers programme offers a gateway to businesses seeking funding and mentorship in regional areas with the help of the ERDF to restore balance created by population centres.



<p><b>How has this good practice boosted young entrepreneurship and supported business creation in your region?</b></p>	<p>The programme is open to applications over the age of 18, from a range of sectors including food &amp; consumer products; information &amp; communication technology; engineering &amp; electronics; medical devices; biotechnology; pharma, digital media; cleantech/renewable energy and eligible internationally-traded services.</p> <p>It supports business by offering the following services</p> <ul style="list-style-type: none"> <li>• Incentives for job creation and job growth</li> <li>• Access to expertise on how to scale and trade internationally and domestically</li> <li>• Mentoring from experienced business advisers and practitioners.</li> <li>• Office space and other business incubation facilities.</li> <li>• Networking with other entrepreneurs and business development agencies.</li> <li>• Introductions to seed and early stage capital investment networks.</li> <li>• Access to entrepreneurship best practice, both national and international.</li> <li>• Peer-group learning from participants in the region and across the country.</li> <li>• Access to the expertise in Enterprise Ireland through their market information centre.</li> <li>• Expertise from the Tom Crean Business Centre and its supportive environment of the community of Entrepreneurs.</li> </ul>
<p><b>Can you please outline “what not to do or things to avoid” in relation to this good practice from experience and learning in providing this good practice in your region?</b></p>	<p>Need to focus on the ability of the budding entrepreneur and their team NOT just the idea.</p> <p>Do NOT deviate from agreed milestones and deliverables for each participant.</p> <p>Weekly meetings with programme manager is critical- avoid over promising and NOT delivering.</p> <p>Learn from each programme.</p>



**Please help us to build user cases and get a better understanding of how this best practice works. Kindly provide one user testimonial per case study.**

<b>Young Entrepreneur (YE)# Name</b>	Marie Looby
<b>Business name</b>	PereGreen Energy
<b>Website link</b>	www.peregreenenergy.com
<b>What sector is this young entrepreneur working in</b>	Energy – LED Lighting & Connected Software
<b>What problem was the YE trying to solve?</b>	Working within the community & building partnerships
<b>Where did they hear about the good practice?</b>	CEED Kerry
<b>Was there a cost to the YE?</b>	No
<b>Why did the YE decided to engage with this good practice?</b>	Accelerator
<b>What benefits did they get from engaging in the good practice?</b>	Support with regards to networking and training events. Access to Early-stage accelerator programs.
<b>What does the YE feel are the strengths of the good practice?</b>	Collaboration
<b>What recommendations do they have for improving the good practice?</b>	Arrange more of same
<b>Is this young entrepreneur happy to have their case study published either in the iEER handbook and/or online in a website?</b>	Yes
<b>Does the YE consent to the TF leader contacting them for more information (If so please include their email address)</b>	Yes. m.looby@peregreenenergy.com

**#iEER defines young entrepreneurs between age 18 to 45 who are at the early stage of starting business or young firms no older than 5 years.**

Good Practice template

8. General information	
Title of the practice	9. Centre for Entrepreneurship and Transfer
Does this practice come from an Interreg Europe Project	Yes

In case 'yes' is selected, the following sections appear:

Please select the project acronym	iEER
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Specific objective	SME competitiveness	
Main institution involved	University of Applied Sciences Brandenburg	
Location of the practice	Country	Germany
	NUTS 1	BRANDENBURG
	NUTS 2	Brandenburg
	NUTS 3	Brandenburg an der Havel

10. Detailed description	
Detailed information on the practice	<p>The Centre for Entrepreneurship and Transfer is a “one-stop-agency” service unit at the University of Applied Sciences Brandenburg that combines technology transfer and entrepreneurial activities to strengthen the economical region of Brandenburg.</p> <p>The two disciplines are seen as one combined service within the university and the process can be seen as a <b>circle of transfer life</b>: Stimulation for entrepreneurial mind-set activation and ideas -&gt; support in establishing startups -&gt; growing of startups knowledge transfer -&gt; innovative drive over technology transfer projects -&gt; eventually new patents, ideas for new startups</p> <p>The entrepreneurship service focuses on the support of academic entrepreneurs (students as well as academic staff) and strengthens the entrepreneurial culture in the university environment and the region. With awareness, qualifying and coaching measures the entrepreneurship service provides a wide range of support for potential young entrepreneurs. Especially in the following aspects:</p> <ul style="list-style-type: none"> <li>- <b>Stimulation, Motivation and Information (Entrepreneurial Culture)</b> Informal and informative events, road shows within courses, Coimbra summer school, weekly consultation-hour, workshops on creativity and idea generation, workshops with school, different business games, courses on entrepreneurship</li> <li>- <b>Coaching, Consulting and Qualification (Entrepreneurial Competence)</b></li> </ul>



	<p>Individual and qualifying coaching, that covers all aspects of a company foundation (e.g. business model, marketing and sales, organisation, human resources management, financing, legal form). Therefore a pool with external consultants and coaches as well as internal mentors and qualified experts are available.</p> <ul style="list-style-type: none"> <li>- <b>Infrastructure and Networking (Entrepreneurial Life)</b></li> </ul> <p>Coworking space “THB GründungsKosmos” with free workplaces at the campus, access to the regional entrepreneurship network, information and access to funding programs, events for current and alumni entrepreneurs to network on a bilateral level</p> <p>Further, the technology transfer operates as the interfaces between economy and science to develop and establish technology transfer projects. Especially in the following aspects:</p> <ul style="list-style-type: none"> <li>- <b>Individual project support</b></li> </ul> <p>Individual consulting for transfer projects, connecting academic workers and companies to establish new projects, information and access to different funding instruments, patent support, exhibition service, support in project application and processing</p> <ul style="list-style-type: none"> <li>- <b>Infrastructure</b></li> </ul> <p>Access to laboratories, equipment, measure instruments</p> <ul style="list-style-type: none"> <li>- <b>Networking</b></li> </ul> <p>Access to professionals, alumni and students of the university to ensure knowledge transfer, different events in and outside the university to link people and companies within the region, member in different networks of initiatives and institutions that are active in the region</p> <p>Additionally, the Centre organises different events together with local companies. One very great example is the <b>Technology Transfer Day and Brain – Brandenburg Innovation Award</b> which also combines the two disciplines and happens once a year:</p> <p>A good example of collaboration between regional enterprises and the THB is the innovation award (Brain) combined with the technology transfer day, that shows the different offers the THB provides in the field of tech transfer. The award is sponsored by a number of regional companies, and the award has the purposes of widening the regional contact between companies and their potential future staff, opening the start-up scene in the region and to give young people the opportunity to show their innovative ideas. Many ideas have been realized as start-ups or as an extension of a business segment.</p> <p><b>Main stakeholders and beneficiaries:</b></p> <ul style="list-style-type: none"> <li>- B2C: students, alumni, academic employees</li> <li>- B2B: university management, chamber of commerce, municipalities, regional development agencies, ministries, regional support initiatives, EU</li> </ul>
<p><b>Resources needed</b></p>	<p>The entrepreneurship service is has a yearly budget of approximately 133.000€ and is financed by the ESF with 30 % co-financing through the university.</p>



	<p>The technology transfer has a yearly budget of approximately 135.000€ and is financed by EFRE with 10 % co-financing through the university.</p> <p>Additionally, the university provides 2,5 full time equivalents from its own budget and the centre is in charge of different projects that deal with strategy questions and work on the European level.</p> <p>In total the Centre has a yearly <b>fixed</b> budget of approximately 270.000€ and 6 full time equivalents.</p>
<p><b>Timescale (start/end date)</b></p>	<p>Entrepreneurship service: since 2002</p> <p>Transfer service: since 1994</p> <p>Centre for Entrepreneurship and Transfer: since 2014 / ongoing</p>
<p><b>Evidence of success (results achieved)</b></p>	<ul style="list-style-type: none"> <li>- Since the establishing of the entrepreneurship service 264 people started their own business and created more than 246 jobs in the region of Brandenburg.</li> <li>- In 2016, the THB received an award in the Businessplan-Wettbewerb Berlin-Brandenburg (Business Plan Competition) for being the most actively university involved in creating new startups</li> <li>- Professorship Entrepreneurship</li> <li>- Brain – Brandenburger Innovations Award: since 2002</li> <li>- Technology Transfer Day: since 2015</li> <li>- Since 2016, the University of Applied Sciences is member of “Hochschulallianz für den Mittelstand”, a merger of currently 11 universities of applied sciences to strengthen the connection between companies and universities. The technology transfer</li> <li>- Regular participation in trade fairs, especially CeBIT and HannoverMesse</li> <li>- Approximately 20 technology transfer projects per year</li> </ul>
<p><b>Difficulties encountered/ lessons learned</b></p>	<p>Difficulties</p> <ul style="list-style-type: none"> <li>- Convincing of professors, university management and staff of the importance of entrepreneurship</li> <li>- No continuously work possible, because the funding is just for specific periods (2 or 3 years).</li> <li>- Planning uncertainty and lack of continual acting because of the ESF-funding does not pay on time.</li> <li>- Funding framework and no alternative finance instruments</li> </ul> <p>Lessons learned</p> <ul style="list-style-type: none"> <li>- The best way to get in touch with young entrepreneurs is the direct speech, e.g. introduction of the entrepreneurship service in lectures.</li> <li>- Service has to be the full package: from information, individual meetings until offering business contacts and open an entrepreneurial network.</li> </ul>
<p><b>Potential for learning or transfer</b></p>	<p>Continuous support</p> <ul style="list-style-type: none"> <li>- Creating perspectives</li> <li>- Permanent dialog with important stakeholders</li> </ul> <p>Culture of trust</p> <ul style="list-style-type: none"> <li>- Cooperation at the same level</li> <li>- Neutral and reliable cooperation structures</li> </ul> <p>Network</p>



	<ul style="list-style-type: none"> <li>- Having a lot of network experience</li> <li>- Using multipliers</li> <li>- Communication and information</li> </ul> <p>Critical view</p> <ul style="list-style-type: none"> <li>- Reflection / Continuous development and improvement of the Centre for Entrepreneurship and Transfer</li> </ul>
<b>Further information</b>	<a href="https://zgt.th-brandenburg.de">https://zgt.th-brandenburg.de</a>
<b>Contact details</b> <i>Brandenburg</i> [Technical: the contact details will be visible only to “Policy Learning Platforms registered members”]	
<b>Name</b>	Diana Rosenthal
<b>Organisation</b>	Centre for Entrepreneurship and Transfer Brandenburg University of Applied Sciences
<b>Email</b>	Diana.rosenthal@th-brandenburg.de
<b>Expert opinion</b>	[500 characters] [Technical: to be filled in by the Policy Learning Platforms experts]

**iEER additional questions to be answered:**

<p><b>Please indicate what start-up development phase is this good practise used for</b></p>	<p>Pre-Startup phase: yes</p> <p>Startup phase: yes</p> <p>Growth phase: yes</p>
<p><b>Is this best practice stand-alone activity/service or part of some other offering?</b></p>	<p>This good practice is a whole-in-one “one-stop” agency example.</p>
<p><b>Is this best practice supported by EU structural funds? If not, how can it be relevant for the structural funding authority?</b></p>	<p>Yes</p>
<p><b>Is there any cost to participants in engaging with this good practice?</b></p>	<p>The participants do not have to pay any fee to use the service of the Centre for Entrepreneurship and Transfer. Companies can apply for funding or have to pay for R&amp;D projects with the university.</p>
<p><b>How are participants/users selected for this best practice? Please outline any criteria that is required.</b></p>	<p>Every one of the university’s environment can join the service over a kick off meeting. No one gets rejected based on his idea.</p> <p>Criteria given by the funding instruments:</p> <ul style="list-style-type: none"> <li>- Foundation in the country of Brandenburg</li> <li>- Not yet founded in the field of purpose</li> <li>- Academic background (not later than 5 years after the degree)</li> </ul> <p>Criteria for companies, depends on R&amp;D with or without funding</p> <p>Without funding, no criteria</p> <p>With funding:</p> <ul style="list-style-type: none"> <li>- SME status (EU definition)</li> <li>- Deminimis rules</li> </ul>
<p><b>Please outline how this good practice is marketed in your region and how it reaches the end-user (please include links if available)</b></p>	<p>Based on the target group the entrepreneurship service and in many cases also the transfer service is marketed in the environment of the University of Applied Sciences Brandenburg by individual conversations, flyer, (extra) curricular events, presentations, website, social media (facebook , twitter, xing) and recommendation as well as using testimonials, collaboration partners and the Innovation Award.</p> <p><a href="https://www.facebook.com/gruendungfhb/">https://www.facebook.com/gruendungfhb/</a></p> <p><a href="https://twitter.com/gruendungfhb">https://twitter.com/gruendungfhb</a></p> <p><a href="https://www.xing.com/communities/groups/alumni-technische-hochschule-brandenburg-c8ff-1054537/about">https://www.xing.com/communities/groups/alumni-technische-hochschule-brandenburg-c8ff-1054537/about</a></p>
<p><b>What is new and/or innovative about this good practice?</b></p>	<p>With the combining of entrepreneurship and technology transfer in one unit it is possible to offer a full service from creating ideas, till accompany and support young entrepreneurs starting a business to have technology transfer projects when the company is already on the market.</p> <p>The Centre is also the interface between students, startups, companies, university management, ministries in case of entrepreneurship and technology transfer.</p>
<p><b>How has this good practice boosted young entrepreneurship and supported business creation in your region?</b></p>	<p>The entrepreneurship service of the THB helps to develop and learn the key competences for entrepreneurship that are important for starting a company as well as developing departments in already existing enterprises.</p>



**Can you please outline “what not to do or things to avoid” in relation to this good practice from experience and learning in providing this good practice in your region?**

- Do not work without collaboration partners
- Do not ignore the needs of your target groups
- Do not take the needs of your target group for given

**Good Practice template**

11. General information	
<b>Title of the practice</b>	10. Zukunft Lausitz
<b>Does this practice come from an Interreg Europe Project</b>	Yes

In case 'yes' is selected, the following sections appear:

<b>Please select the project acronym</b>	iEER
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<b>Specific objective</b>	<b>SME competitiveness</b>	
<b>Main institution involved</b>	Zukunft Lausitz	
<b>Location of the practice</b>	Country	Germany
	Street	Vetschauer Str. 24
	Postcode	03048
	Town	Cottbus

12. Detailed description	
<b>Detailed information on the practice</b>	<ul style="list-style-type: none"> <li>• Problem to trigger the introduction of practice:               <ul style="list-style-type: none"> <li>• High unemployment rate of the young people (end 90s, early 2000)</li> <li>• Few sustainable start-ups</li> <li>• Movement of labour (brain drain)</li> </ul> </li> <li>• Motivate and educate young people to build a (own) business in the home region / The young people till their 30<sup>th</sup> birthday is the target group of this project</li> <li>• Region includes 4 regional districts and 1 city district (total area of 7220km<sup>2</sup> and 600.000 inhabitants)</li> <li>• Bring their ideas to life to support the region and the strengthen the middle class</li> <li>• Teach the participants in economic thinking and acting</li> <li>• Show and develop business opportunities in our region</li> <li>• Develop and establish a young entrepreneur network</li> <li>• Reduce the unemployment rate of young people</li> <li>• Exploring job alternatives (including employment)</li> <li>• Consult YE regarding funding and finances</li> <li>• Raising the awareness of young people for the economy and their needs</li> <li>• Connection to our target group through               <ul style="list-style-type: none"> <li>• Info desks</li> <li>• Talks, e.g. in youth clubs</li> <li>• Discussions in schools</li> <li>• Advertising through testimonials</li> <li>• Trade shows</li> <li>• Distributing flyers</li> <li>• Ads, posters, radio spots, banners, etc.</li> </ul> </li> </ul>



	<ul style="list-style-type: none"> <li>• Events</li> <li>• Stakeholders <ul style="list-style-type: none"> <li>• We are an association with a managing board</li> <li>• The practice is structured by a project leader (sent by the board) with 4 assisting members of staff</li> </ul> </li> </ul>
<ul style="list-style-type: none"> <li>• <b>Resources needed</b></li> </ul>	<p>The practice is funded by European union (European social fund) and the state of Brandenburg (available funds since 2006 till 2017: 4 Mio €)</p> <p>Costs occurring: consultancy fees, personnel expenditures and other costs (room, material, etc)</p> <p>Companies like Envia are supporting the projects with communication and networking resources</p> <p>Cooperation with chamber of commerce, city governments and administrations give us an extra access to other networks and knowledge</p> <p>State government of Brandenburg gives the possibility for further borrowing requirements.</p> <p>Human resources: 5 permanent staff</p>
<b>Timescale (start/end date)</b>	Since 2006 - ongoing
<b>Evidence of success (results achieved)</b>	<p>Success through :</p> <p>Large network of contacts within industry, politics and society</p> <p>Short responding time</p> <p>Consultation is individual and personal</p> <p>Since 2006 more than 360 young start-ups founded (80% still on the market) as sustainable businesses</p> <p>More 130 jobs created</p> <p>Investment total of 3,8 Mio €</p>
<b>Difficulties encountered/ lessons learned</b>	<p>Responding time towards market change, current situation within the region (structural change from mining to tourism as a main economical driver)</p> <p>Personal challenges to deal with each YE as an individual with specific needs</p> <p>Cooperation with other networks was slow at the beginning</p>
<b>Potential for learning or transfer</b>	<p>The political guideline that justifies our practice is unique for the region. YE are not forced to complete the program as they can abort the process anytime without consequences as we also consider job alternatives (employment). Our practice acts as an objective valuation of the idea and concept. Through our practice a YE gets qualified with skills before starting the business.</p> <p>The whole of the service/program we provide is free of charge</p> <p>Changes made since 2006:</p> <ul style="list-style-type: none"> <li>• More staff (serving the area, public relation)</li> </ul>
<b>Further information</b>	<a href="http://zukunft-lausitz.de/">http://zukunft-lausitz.de/</a>
<b>Contact details</b>	
<b>Name</b>	Marcel Linge
<b>Organisation</b>	Zukunft Lausitz
<b>Email</b>	info@zukunft-lausitz.de



Expert opinion

*[500 characters] [Technical: to be filled in by the Policy Learning Platforms experts]*

**iEER additional questions to be answered:**

<p><b>Please indicate what start-up development phase is this good practise used for</b></p>	Pre-Startup phase: yes
	Startup phase: yes
	Growth phase: no
<p><b>Is this best practice stand-alone activity/service or part of some other offering?</b></p>	This good practice is a stand-alone service.
<p><b>Is this best practice supported by EU structural funds? If not, how can it be relevant for the structural funding authority?</b></p>	Practice is funded by ESF (75%) and the state of Brandenburg (25%)
<p><b>Is there any cost to participants in engaging with this good practice?</b></p>	No
<p><b>How are participants/users selected for this best practice? Please outline any criteria that is required.</b></p>	Participants till their 30th birthday is the target group of this project, registered residence with Brandenburg area, currently unemployed or threatened by unemployment
<p><b>Please outline how this good practice is marketed in your region and how it reaches the end-user (please include links if available)</b></p>	Public relations, networking, social media, advertising, Regulars' tables, summer festivals und X-Mas parties are platforms for an information exchange <a href="https://de-de.facebook.com/zukunftlausitz/">https://de-de.facebook.com/zukunftlausitz/</a> <a href="https://www.plessa.de/seite/1816/regionale-links.html">https://www.plessa.de/seite/1816/regionale-links.html</a> <a href="http://www.osl-online.de/seite/78671/existenzgr%C3%BCndung.html">http://www.osl-online.de/seite/78671/existenzgr%C3%BCndung.html</a>
<p><b>What is new and/or innovative about this good practice?</b></p>	Objective valuation of the YE idea Consulting hours (24/7) Flexibility Co-working space for YE ("Incubator")
<p><b>How has this good practice boosted young entrepreneurship and supported business creation in your region?</b></p>	Through knowledge, character building, personal coaching, workshops
<p><b>Can you please outline "what not to do or things to avoid" in relation to this good practice from experience and learning in providing this good practice in your region?</b></p>	Things to avoid: Influence the YE through personal agenda/ideas YE has to stay true to themselves Only consult , pride support, input and guidance



**Good Practice user testimonial (Optional)**

Please help us to build user cases and get a better understanding of how this best practice works by providing a case study in your region of a young entrepreneur who has engaged with this good practice and is happy to share their story.

Young Entrepreneur (YE)# Name	<b>Fabian Märker</b>
Business name	<b>maerkbar</b>
Website link	<b><a href="http://www.maerkbar.de/">http://www.maerkbar.de/</a></b>
What sector is this young entrepreneur working in	<b>Offline media, all print media, advertising, corporate design</b>
What problem was the YE trying to solve?	<b>Our own goal: "paper and print media should not die"</b>
Where did they hear about the good practice?	<b>acquaintances (other YE who worked with Zukunft Lausitz)</b>
Was there a cost to the YE?	<b>No cost</b>
Why did the YE decided to engage with this good practice?	<b>Several good references, existing sustainable businesses in the area, making use of the experts experience</b>
What benefits did they get from engaging in the good practice?	<b>Large pool of knowledge, optional profound know-how during coaching time</b>
What does the YE feel are the strengths of the good practice?	<b>Personal and individual consultation, small study groups/workshops,</b>
What recommendations do they have for improving the good practice?	<b>No recommendations</b>
Is this young entrepreneur happy to have their case study published either in the iEER handbook and/or online in a website?	<b>yes</b>
Does the YE consent to the TF leader contacting them for more information (If so please include their email address)	<b>Yes, <a href="mailto:info@maerkbar.de">info@maerkbar.de</a></b>

#iEER defines young entrepreneurs between age 18 to 45 who are at the early stage of starting business or young firms no older than 5 years.

<b>13. General information</b>	
<b>Title of the practice</b>	<b>11. Innovationszentrum Senftenberg</b>
<b>Does this practice come from an Interreg Europe Project</b>	<b>No</b>

In case 'yes' is selected, the following sections appear:

*Please select the project acronym*

<b>Specific objective</b>	<b>SME competitiveness</b>	
<b>Main institution involved</b>	11. BTU Cottbus-Senftenberg, City of Senftenberg, District Oberspreewald-Lausitz	
<b>Location of the practice</b>	Country	Germany, DE
	NUTS 1	BRANDENBURG, DE4
	NUTS 2	Brandenburg, DE40
	NUTS 3	Oberspreewald-Lausitz, DE40B

#### 14. Detailed description

<b>Detailed information on the practice</b>	<p><i>[1500 characters] Please provide information on the practice itself. In particular:</i></p> <ul style="list-style-type: none"> <li>- <i>What is the problem addressed and the context which triggered the introduction of the practice?</i></li> <li>- <i>How does the practice reach its objectives and how it is implemented?</i></li> <li>- <i>Who are the main stakeholders and beneficiaries of the practice?</i></li> </ul> <p>The Innovation Centre Senftenberg offers optimal conditions and capacities to start-ups and founders by fulfilling all requirements of a future orientated and innovative research and attractive business location. It provides laboratories and office space for tenants starting their business in the biotechnology and medical technology field.</p> <p>By providing adequate premises to SMEs, the scientific and entrepreneurial potential of the BTU and region are captured. Laboratories and offices are rented as an entity, not separately. Also there is a free multifunctional room for externals and the tenants that can be used if needed.</p> <p>In particular it is made possible by a cooperation agreement between the Brandenburg Technische Universität (BTU) Cottbus-Senftenberg, the city of Senftenberg and district Oberspreewald-Lausitz.</p> <p>Main stakeholders and beneficiaries therefore are student/young entrepreneurs and SMEs, but also the region Senftenberg and Brandenburg itself.</p> <p>The city and district shared the costs of construction and are furthermore sharing the operating costs. Financially it is supported by the city development fund. Marketing of the premises is done by an external, private marketer since beginning of March.</p>
<b>Resources needed</b>	<p><i>[300 characters] Please specify the amount of funding/financial resources used and/or the human resources required to set up and to run the practice.</i></p> <p>The construction costs of several million Euros were subsidized by the city development fund and the outside open areas have been funded by urban redevelopment/ enhancement. City and district covered co-payment to 50% each, including construction and marketing.</p>

	Human resources are mainly gathered from the city and district administration.
<b>Timescale (start/end date)</b>	22 <sup>nd</sup> of May 2015 - ongoing
<b>Evidence of success (results achieved)</b>	<p><i>[500 characters] Why is this practice considered as good? Please provide factual evidence that demonstrates its success or failure (e.g. measurable outputs/results).</i></p> <p>GA Generic Assays GmbH (SME in the field of molecular diagnostics) is the best example of success for the innovation centre. They are on the market in Dahlewitz for 15 years and since 2015 having been a vital part of the innovation centre using it as their first branch office. The cooperation with the BTU and the usage of synergies in the network of the centre helped GA Generic Assays GmbH to continuously develop and grow and furthermore become a disseminator in the network. Also the SME has done a lot of marketing on an international level for the Innovation Centre because of their high satisfaction. GA Generic Assays is even hiring alumni of BTU. Long term leases for 3 laboratories and offices.</p>
<b>Difficulties encountered/ lessons learned</b>	<p><i>[300 characters] Please specify any difficulties encountered/lessons learned during the implementation of the practice.</i></p> <p>Spin offs from the university BTU are taking a very long time. While prior conversations with the SMEs are going well, the act of founding and the long way from having a patent to market launch of a product are complicated and lengthy.</p> <p>Costs of construction increased unexpectedly and a new funding application had to be sent out, which also took a lot of time. Additionally the prior an urban design/ planning competition had to be held before construction could even begin.</p>
<b>Potential for learning or transfer</b>	<p><i>[1000 characters] Please explain why you consider this practice (or some aspects of this practice) as being potentially interesting for other regions to learn from. This can be done e.g. through information on key success factors for a transfer or on, factors that can hamper a transfer. Information on transfer(s) that already took place can also be provided (if possible, specify the country, the region – NUTS 2 – and organisation to which the practice was transferred)</i></p> <p><i>[Technical: A good practice be edited throughout a project life time (e.g. to add information on the transfers that have occurred)]</i></p> <p>It is potentially interesting for other regions due to network that it provides for SME and alumni and the networks it uses / connects in the region. Key success factors are the closeness to university, highway and airport and therefore an optimal infrastructure, as well as long-term leases enabling entrepreneurs to plan long-term. The urban design/ planning competition also helped, because the building itself fits into the scenery and is well constructed regarding temperature compensation in summer and the safety issues in biotechnology and medical technology labs.</p> <p>Factors hampering a transfer would be difficulties in occupancy, as the Innovation Centre already encounters itself, and the financing or acquisition of funding of such a centre. Short-term leases are hindering long-term planning and create the need for new funding and lengthy search processes.</p>
<b>Further information</b>	<a href="http://www.innovationszentrum-senftenberg.de/Innovationszentrum">http://www.innovationszentrum-senftenberg.de/Innovationszentrum</a>



<b>Contact details</b> <i>[Technical: the contact details will be visible only to "Policy Learning Platforms registered members"]</i>	
<b>Name</b>	Bärbel Wehmann
<b>Organisation</b>	Landkreis Oberspreewald-Lausitz
<b>Email</b>	baerbel-wehmann@osl-online.de
<b>Expert opinion</b>	<i>[500 characters] [Technical: to be filled in by the Policy Learning Platforms experts]</i>

Please indicate what start-up development phase is this good practise used for	<b>Pre-Startup phase: <u>yes/maybe/no</u></b>
	<b>Startup phase: <u>yes/maybe/no</u></b>
	<b>Growth phase: <u>yes/maybe/no</u></b>
Is this best practice stand-alone activity/service or part of some other offering?	In connection to the BTU
Please outline how this good practice is marketed in your region and how it reaches the end-user (please include links if available)	Website and a through a servicing contract with a private marketer. <a href="http://www.innovationszentrum-senftenberg.de/Innovationszentrum">http://www.innovationszentrum-senftenberg.de/Innovationszentrum</a>
What is new and/or innovative about this good practice?	Room size can be arranged flexibly and offices can be clustered to bigger entities. There are big outside open areas around the centre. It is very close to the university and public transport or airport / highway. Free parking spaces are available nearby. The availability / potential of skilled scientists are high (BTU).  The close cooperation of two partners is rare, since both parties, city and district, had to create the same basis of decision for the project.
How has this good practice boosted young entrepreneurship and supported business creation in your region?	The multifunctional room for externals is used for business start-up seminars, presentations etc.  Boosting young entrepreneurship still has to be developed more, although the general orientation on entrepreneurship and disseminating effects have been increased through the centre.
Can you please outline “what not to do or things to avoid” in relation to this good practice from experience and learning in providing this good practice in your region?	First of all the market should be thoroughly analyzed. Is there a lot of demand for spaces in my region? How much space is really needed? Will it grow as fast as expected?  In the experience of the innovation centre it is best to grow continuously, step by step. Not overestimating the needs of entrepreneurs. You need to be realistic, since occupancy is crucial long-term.

15. General information	
Title of the practice	12. Regional Centre for Innovation and Technology Transfer (RCiTT) / Business incubator
Does this practice come from an Interreg Europe Project	Yes

In case 'yes' is selected, the following sections appear:

Please select the project acronym	iEER
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Specific objective	SME competitiveness
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<b>Main institution involved</b>	<i>[Technical: The name of the institution and location of the practice are per default those of the practice author. They remain editable.]</i>	
	Regional Centre for Innovation and Technology Transfer (RCIITT)	
<b>Location of the practice</b>	Country	Poland
	NUTS 1	West Pomerania
	NUTS 2	Szczecin
	NUTS 3	<i>Please fill in</i>

<b>16. Detailed description</b>	
<b>Detailed information on the practice</b>	<p><i>[1500 characters] Please provide information on the practice itself. In particular:</i></p> <ul style="list-style-type: none"> <li>- <i>What is the problem addressed and the context which triggered the introduction of the practice?</i></li> <li>- <i>How does the practice reach its objectives and how it is implemented?</i></li> <li>- <i>Who are the main stakeholders and beneficiaries of the practice?</i></li> </ul> <p>Preincubation at RCIITT – Regional Centre for Innovation and Technology Transfer</p> <p>The service involves free sharing of workstations in a shared open space room. In addition, there will be free of charge. Furnishing of rooms (furniture, laptops, printers). As part of the package of services, AIP tenants will receive Possibility to participate in trainings organized in RCIITT and professional advice on the establishment and development of one's own company.</p> <p>The following elements will be evaluated: type of planned business activity, customers, competition, development plan, planned sources of financing and innovativeness aspects, and description of any new technologies planned for use in the enterprise.</p>
<b>Resources needed</b>	<p><i>[300 characters] Please specify the amount of funding/financial resources used and/or the human resources required to set up and to run the practice.</i></p> <p>Regional Centre for Innovation and Technology Transfer used support of Marshal Office, University of Technology in Szczecin, project financing</p>
<b>Timescale (start/end date)</b>	<p><i>e.g. June 2012 – May 2014/ongoing</i></p> <p>April 2016- ongoing</p>



<p><b>Evidence of success (results achieved)</b></p>	<p><i>[500 characters] Why is this practice considered as good? Please provide factual evidence that demonstrates its success or failure (e.g. measurable outputs/results).</i></p> <p>The emergence of young entrepreneurs in RCIITT, the start of their work by the media, the beginning of the cross-linking process</p>
<p><b>Difficulties encountered/ lessons learned</b></p>	<p><i>[300 characters] Please specify any difficulties encountered/lessons learned during the implementation of the practice.</i></p> <p>Support such as an office can be treated by the participants as a simple workplace instead of acceleration.</p>
<p><b>Potential for learning or transfer</b></p>	<p><i>[1000 characters] Please explain why you consider this practice (or some aspects of this practice) as being potentially interesting for other regions to learn from. This can be done e.g. through information on key success factors for a transfer or on, factors that can hamper a transfer. Information on transfer(s) that already took place can also be provided (if possible, specify the country, the region – NUTS 2 – and organisation to which the practice was transferred)</i></p> <p><i>[Technical: A good practice be edited throughout a project life time (e.g. to add information on the transfers that have occurred)]</i></p> <p>It is very useful to open for students institutions that are connection to business. In spite of the fact that the Regional Centre for Innovation and Technology Transfer organization is geared towards co-operation with science and business, it offers places for students to work Regional Centre for Innovation and Technology Transfer experts are taking seriously their ideas.</p>
<p><b>Further information</b></p>	<p><i>Link to where further information on the good practice can be found</i></p>
<p><b>Contact details</b> <i>[Technical: the contact details will be visible only to “Policy Learning Platforms registered members”</i></p>	
<p><b>Name</b></p>	<p>Regionalne Centrum Innowacji i Transferu Technologii</p>
<p><b>Organisation</b></p>	<p>Regional Centre for Innovation and Technology Transfer</p>
<p><b>Email</b></p>	<p><a href="mailto:innowacje@zut.edu.pl">innowacje@zut.edu.pl</a></p>
<p> </p>	
<p><b>Expert opinion</b></p>	<p><i>[500 characters] [Technical: to be filled in by the Policy Learning Platforms experts]</i></p>



<p><b>Please indicate what start-up development phase is this good practise used for</b></p>	<p><b>Pre-Startup phase: yes/</b></p>
	<p><b>Startup phase: yes/</b></p>
	<p><b>Growth phase: maybe/no</b></p>
<p><b>Is this best practice stand-alone activity/service or part of some other offering?</b></p>	<p>It is as part of Regional Centre for Innovation and Technology Transfer activities</p>
<p><b>Is this best practice supported by EU structural funds? If not, how can it be relevant for the structural funding authority?</b></p>	<p>Partially yes, the institution co-exists thanks to projects based on EU funds</p>
<p><b>Is there any cost to participants in engaging with this good practice?</b></p>	<p>No</p>
<p><b>How are participants/users selected for this best practice? Please outline any criteria that is required.</b></p>	<p>Real support offered to entrepreneurs</p>
<p><b>Please outline how this good practice is marketed in your region and how it reaches the end-user (please include links if available)</b></p>	<p>Information is on the website - Regional Centre for Innovation and Technology Transfer, iformation is also send to students of University of Technology in Szczecin</p>
<p><b>What is innovative about this good practice?</b></p>	<p>For the first time this kind of technological organization is opening for very small and young business, support is for free</p>
<p><b>How has this good practice boosted young entrepreneurship and supported business creation in your region?</b></p>	<p>For example students of University of Technology in Szczecin could found place for their activities and first steps in business</p>
<p><b>Can you please outline “what not to do or things to avoid” in relation to this good practice from experience and learning in providing this good practice in your region?</b></p>	<p>Entrepreneurs said that all support (also from Regional Centre for Innovation and Technology Transfer) is needed and it is better to do something then not to do.</p>



1. General information	
<b>Title of the practice</b>	<i>13. Innovation for Competitiveness Enterprises (ICE)</i>
<b>Does this practice come from an Interreg Europe Project</b>	<b>No</b>

In case 'yes' is selected, the following sections appear:

<b>Please select the project acronym</b>	<b>iEER</b>
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Specific objective	SME competitiveness	
<b>Main institution involved</b>	<i>[Technical: The name of the institution and location of the practice are per default those of the practice author. They remain editable.]</i>	
<b>Location of the practice</b> <a href="https://en.wikipedia.org/wiki/NUTS_statistical_regions_of_the_Republic_of_Ireland">https://en.wikipedia.org/wiki/NUTS_statistical_regions_of_the_Republic_of_Ireland</a>	Country	<i>IRELAND</i>
	NUTS 1	<i>IE0</i>
	NUTS 2	<i>IE01</i>
	NUTS 3	<i>IE011</i>

2. Detailed description	
<b>Detailed information on the practice</b>	<p><i>[1500 characters] Please provide information on the practice itself. In particular:</i></p> <p><i>What is the problem addressed and the context which triggered the introduction of the practice?</i></p> <p><i>The development of an innovation culture that is focussed on creating commercial reward and is supported by an inter-regional network.</i></p> <p><i>How does the practice reach its objectives and how it is implemented?</i></p> <p><i>ICE provided for business mentors to work with participating SME's to conduct detailed reviews of how businesses were being run. Mentors were required to examine all aspects of the work of the beneficiary SMEs and make suggestions that were quickly implemented and led to tangible results</i></p> <p><i>Who are the main stakeholders and beneficiaries of the practice?</i></p> <p><i>local companies receiving expert mentors</i></p> <p><i>Project background</i></p> <p><i>Presenting a radically new way of enabling companies to enhance their competitiveness the 'Innovation for Competitive Enterprise' programme helped its participants to develop new business models, products and services and to increase their profitability.</i></p>



	<i>The 'Innovation for Competitive Enterprise' (ICE) project was awarded €2.49 million worth of funding under the enterprise theme of the European Union's INTERREG IVA Programme. Spearheaded by the Dundalk Institute of Technology, with University of Ulster, University of Glasgow and Glasgow Caledonian University as partners, the three year project saw experts engage with local companies through an intensive twelve month 'learning by doing' programme.</i>
<b>Resources needed</b>	<i>[300 characters] The project was awarded grant aid of up to €2,305,627 in February 2008 under Priority 1, Theme 1 – Enterprise of the INTERREG IVA 2007-2013 Programme. The programme was worth €256 million and addressed the economic and social problems which result from the existence of borders. It has two distinct priority measures to create co-operation for a more prosperous and sustainable cross-border region.</i>
<b>Timescale (start/end date)</b>	<i>March 2010 – April 2013</i>
<b>Evidence of success (results achieved)</b>	<i>[500 characters] Why is this practice considered as good? Please provide factual evidence that demonstrates its success or failure (e.g. measurable outputs/results).</i>
<b>Difficulties encountered/ lessons learned</b>	<i>Recruitment and retention of SMEs on 3 year, dynamic course</i>
<b>Potential for learning or transfer</b>	<i>[Other regions may be interested in how different agencies can work together to promote their various offerings in a dedicated calendar month. Kerry Month of Enterprise raises the awareness of the different supports that are available to not only start up but to existing businesses. Kerry Month of Enterprise grows each year as new programmes are added and more offerings through more agencies.</i>
<b>Further information</b>	<i><a href="http://www.seupb.eu/Libraries/Regulations/ProjectCaseStudy_ICE.sflb.ashx">http://www.seupb.eu/Libraries/Regulations/ProjectCaseStudy_ICE.sflb.ashx</a> and <a href="http://www.seupb.eu/Libraries/Media_Press_Releases/ICE_PRESS_RELEASE.sflb.ashx">http://www.seupb.eu/Libraries/Media_Press_Releases/ICE_PRESS_RELEASE.sflb.ashx</a></i>
<b>Contact details</b> <i>[Technical: the contact details will be visible only to "Policy Learning Platforms registered members"]</i>	
<b>Name</b>	<i>Ms Irene McCausland</i>
<b>Organisation</b>	<i>Dundalk Institute of Technology (DKIT), External Services Manager Regional Development Centre, Dundalk Institute of Technology, Dublin Road Dundalk, Co Louth, IRELAND</i>
<b>Email</b>	<i><a href="mailto:irene.mccausland@dkit.ie">irene.mccausland@dkit.ie</a></i>
<b>Expert opinion</b>	<i>[ Institute – SME Network link – Enhanced sustainability &amp; Innovation HIGH</i>

**iEER additional questions to be answered:**

<b>Please indicate what start-up development phase is this good practise used for</b>	<b>Pre-Startup phase:</b> <del>yes/maybe</del> /no
	<b>Startup phase:</b> <del>yes/maybe</del> /no
	<b>Growth phase:</b> <del>yes/maybe</del> /no



<p><b>Is this best practice stand-alone activity/service or part of some other offering?</b></p>	<p><i>As part of a truly collaborative approach the project is led by the Dundalk Institute of Technology alongside the University of Ulster, the University of Glasgow and Glasgow Caledonian, University.</i></p>
<p><b>Is this best practice supported by EU structural funds? If not, how can it be relevant for the structural funding authority?</b></p>	<p>YES</p>
<p><b>Is there any cost to participants in engaging with this good practice?</b></p>	<p>NO</p>
<p><b>How are participants/users selected for this best practice? Please outline any criteria that is required.</b></p>	<p><i>Through a series of nine introductory 'Innovation Information and Recruitment' seminars to potential beneficiaries across the eligible area. Further information sessions and a specially designed innovation audit to help measure participant's progress.</i></p>
<p><b>Please outline how this good practice is marketed in your region and how it reaches the end-user (please include links if available)</b></p>	<p><i>ICE provided for business mentors to work with participating SME's to conduct detailed reviews of how businesses were being run. Mentors were required to examine all aspects of the work of the beneficiary SMEs and make suggestions that were quickly implemented and led to tangible results</i></p>
<p><b>What is innovative about this good practice?</b></p>	<p><i>A new way of enabling companies to enhance their competitiveness the 'Innovation for Competitive Enterprise' programme helped its participants to develop new business models, products and services and to increase their profitability. The core aim of the ICE project is to encourage the development of an innovation culture focused on creating commercial reward and supported by a strong network.</i></p>
<p><b>How has this good practice boosted young entrepreneurship and supported business creation in your region?</b></p>	<p><i>Designed to enhance the innovation capacity of local businesses through an intensive twelve month 'learning by doing' programme the three year project has enabled young entrepreneurs and start-ups to develop new business models, products and services.</i></p>
<p><b>Can you please outline "what not to do or things to avoid" in relation to this good practice from experience and learning in providing this good practice in your region?</b></p>	

1. General information	
<b>Title of the practice</b>	<i>14. Innovation Alliance</i>
<b>Does this practice come from an Interreg Europe Project</b>	<b>No, Erasmus+ KA2: Knowledge Alliances (2014)</b>

In case 'yes' is selected, the following sections appear:

<i>Please select the project acronym</i>	iEER
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<b>Specific objective</b>	<b>SME and Higher Education Institutes in Innovation Partnerships (SHIP)</b>	
<b>Main institution involved</b>	<i>Newry and Mourne Co-operative LTD (UK) (Lead partner - LOUTH COUNTY ENTERPRISE BOARD (IRL))</i>	
<b>Location of the practice</b>	Country	<i>Please fill in</i>
	NUTS 1	<i>Please fill in</i>
	NUTS 2	<i>Please fill in</i>
	NUTS 3	<i>Please fill in</i>

2. Detailed description	
<b>Detailed information on the practice</b>	<p>The Innovation Alliance Project seeks to strengthen the knowledge triangle, building sustainable collaborative relationships between universities, SMEs and innovation support organizations. The Innovation Alliance is an Erasmus+ Knowledge Alliance project lead by Louth County Council and integrates seven additional key partners from six countries. The consortium has been formed strategically to bring together all those competencies and experiences needed to exploit the full value of the Innovation Alliances across Europe.</p> <p>To do so, the project builds synergistic relationships between key stakeholders in the field of higher education and small enterprise to create a new culture of collaboration in innovation support. We will consolidate this culture by achieving 2 specific goals: training SMEs in the skills needed to effectively engage with HEI research and supplying HEIs with case study guides to illuminate new methodologies for innovation transfer.</p> <p>It responds to the problem of increasing fragmentation in the field of innovation promotion, especially the dislocation between those who generate knowledge that could spur innovation (HEIs), and those who can translate that knowledge into marketable strategies and use it to produce economic growth (SMEs). Since the SME sector accounts for 99% of all businesses, provides two thirds of private sector jobs and contributes more than half of the total value-added created by businesses in the EU, the implementation of greater innovation in SMEs in an effective and cost-efficient way is vital to fulfilling not only Europe's economic objectives, but also those of a more equal and productive society</p>

	<p>with higher social and economic integration.</p> <p>To achieve these goals, the project entails:</p> <ul style="list-style-type: none"> <li>• Development of 4 Innovation Alliances in 5 countries (Ireland + UK, Germany, Spain, Romania);</li> <li>• The development, piloting, publishing and promotion of open access, digital learning resource for European SMEs, training them in the specific skills needed for engaging in innovation transfer with HEIs and Horizon 2020 projects;</li> <li>• The development, piloting, publishing and promotion of a multimedia Comparative</li> </ul> <p>Study and Case Study Guide for Innovation Transfer presenting effective and cost effective solutions for transmitting HEI research to SME context The project will consolidate cooperation as a key feature of the knowledge economy reshaping.</p>
<b>Resources needed</b>	EU Grant 563,362 €
<b>Timescale (start/end date)</b>	2014-2016
<b>Evidence of success (results achieved)</b>	<i>The project will consolidate cooperation as a key feature of the knowledge economy, reshaping traditional roles by multiplying outlets for HEIs to generate direct economic impact from their work, and breaking down barriers so that SMEs of all shapes and sizes can actively implement academic-based innovation to boost their own competitiveness, and that of the wider economy.</i>
<b>Difficulties encountered/ lessons learned</b>	n/a
<b>Potential for learning or transfer</b>	<i>Innovation Alliances from Germany, Ireland, Romania, Spain and the United Kingdom came together in Paris to map out their activities to drive innovation through establishing partnerships between SMEs and HEIs.</i>
<b>Further information</b>	<a href="http://www.nmea.net/services/transnational-co-operation/the-innovation-alliance">http://www.nmea.net/services/transnational-co-operation/the-innovation-alliance</a>
<b>Contact details</b> <i>[Technical: the contact details will be visible only to "Policy Learning Platforms registered members"]</i>	
<b>Name</b>	Dr Conor Patterson
<b>Organisation</b>	Newry and Mourne Enterprise Agency
<b>Email</b>	<a href="mailto:cpatterson@nmea.net">cpatterson@nmea.net</a>
<b>Expert opinion</b>	<i>[500 characters] [Technical: to be filled in by the Policy Learning Platforms experts]</i>

**iEER additional questions to be answered:**

<p><b>Please indicate what start-up development phase is this good practise used for</b></p>	<p><b>Pre-Startup phase: yes/maybe/no</b></p>
	<p><b>Startup phase: yes/maybe/no</b></p>
	<p><b>Growth phase: yes/maybe/no</b></p>
<p><b>Is this best practice stand-alone activity/service or part of some other offering?</b></p>	
<p><b>Is this best practice supported by EU structural funds? If not, how can it be relevant for the structural funding authority?</b></p>	
<p><b>Is there any cost to participants in engaging with this good practice?</b></p>	
<p><b>How are participants/users selected for this best practice? Please outline any criteria that is required.</b></p>	
<p><b>Please outline how this good practice is marketed in your region and how it reaches the end-user (please include links if available)</b></p>	<p>The Innovation Alliance project provides a wide variety of benefits for all stakeholders involved, specifically to:</p> <ul style="list-style-type: none"> <li>• Innovation stakeholders from the higher education sector, the enterprise support sector and public bodies charged with innovation development, will experience attitudinal and behavioural change, enabling a much greater degree of information sharing and collaborative action than was present prior to the project. This will generate long term support for innovation partnerships.</li> <li>• SME owner managers will benefit a) individually, given that they will increase their knowledge and transversal business skills and b) professionally, as their SME will be listed on the matchmaking HEI-SME database. In the long term, SMEs will be more innovative, will create greater added value, be more competitive and achieve higher growth.</li> <li>• SME participants in the comparative methodology study will gain an expert guided transfer with high probability of success and in the long run, their contribution will establish best practice for HEIs wishing to embark on their own transfers of innovation research or technology.</li> <li>• HEIs will gain the knowledge and confidence to engage in more partnerships with SMEs, both by accessing the matchmaking function, implementing best practice in transfer processes, also regaining their leadership role in regional innovation promotion through their role in the Innovation Alliances.</li> </ul>
<p><b>What is innovative about this good practice?</b></p>	<p><i>25 key stakeholders from 7 countries have shared their recent experiences in bringing together SMEs and HEIs. This stakeholder meeting stimulated discussions on the 'why', 'what' and 'how' when it comes to establishing and maintaining Innovation Alliances.</i></p>
<p><b>How has this good practice boosted young entrepreneurship and</b></p>	<p><i>The Cross-Border Innovation Alliance collaborations between higher education</i></p>



<p><b>supported business creation in your region?</b></p>	<p><i>institutions, small and medium sized enterprises and innovation support organisations on the island of Ireland has benefitted particularly by being part of this project. Aiming at helping SMEs access research and training from universities to benefit their bottom line. The alliance builds upon over thirty years of close collaboration between economic development agencies in Ireland aimed at building up economies that had suffered through years of conflict in the Northern Ireland troubles.</i></p>
<p><b>Can you please outline “what not to do or things to avoid” in relation to this good practice from experience and learning in providing this good practice in your region?</b></p>	

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