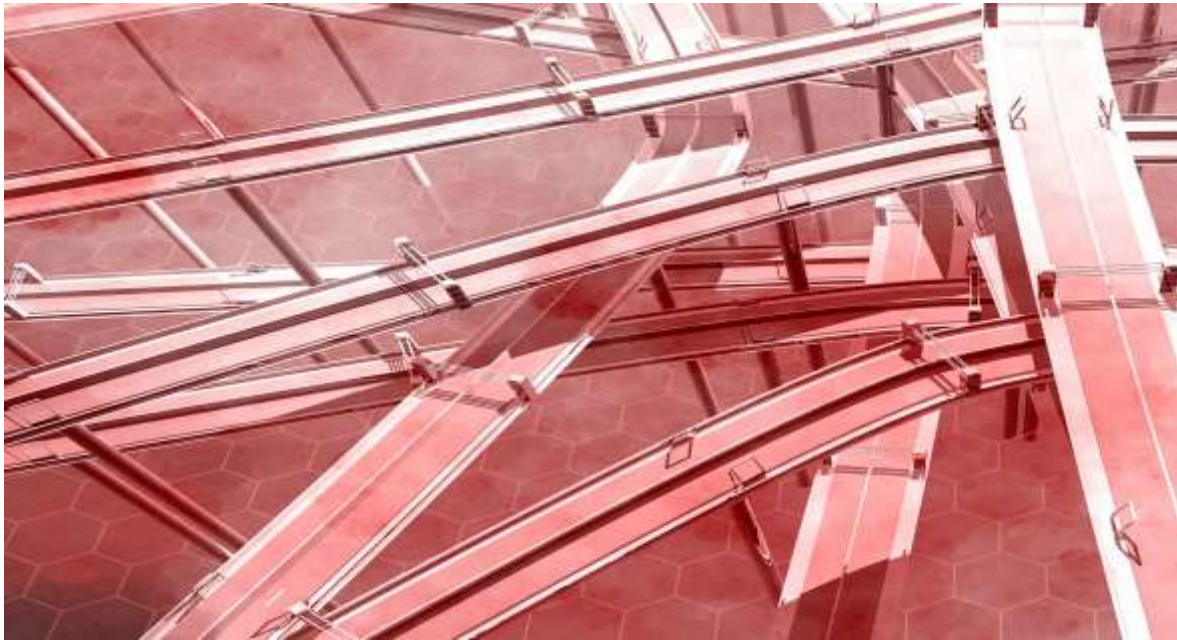


RECREATE
REinforce Competitiveness of REgionAI
Transport SMEs
PGI05275
Good Practice Guide



Revision history			
Version	Date	Modified by	Comments
0.1	03/08/2018	Eleni Anoyrkati	Draft
0.2	23/10/2018	Lithuanian Innovation centre	2 nd version. All remarks are taken into consideration, except one (listed in the e.mail)
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1. Introduction

SMEs currently employ 55% of the EU workforce in transport, and their important role in the value chain is expected to expand. The rigid value chain of the transport sector is stifling the introduction of innovation by SMEs into new vehicles and transport-related products. SMEs (usually Tier 2 suppliers) find it difficult to interact with vehicle manufacturers, as they generally have short-term supply contracts to Tier 1 companies, who are strongly linked to specific large volume OEMs. Tier 2 SMEs have no collective voice or influence at European level and the EU is not taking advantage of or supporting directly the thriving innovative companies in this sector.

1.1. RECREATE project

RECREATE project will address this market failure and focus on the opportunities that new markets offer to innovative and dynamic transport SMEs through adoption of regional support schemes. It will improve the capacity and capability of regional transport SMEs to further development and growth. This includes support for: 1. Research and Development 2. Rapid development and implementation of products and services 3. Access to finance schemes 4. Internationalisation opportunities. Project adopts a holistic approach to SME support by improving all the relevant schemes that could potentially deliver growth to the regional transport SMEs. Recognising the importance and the potential of the transport SMEs in the economies of the regions involved, RECREATE will map transport SME support measures and assess their effectiveness. The integrated approach adopted by the RECREATE project will drive the identification and development of support mechanisms in the transport SME sector and it will ultimately deliver Action Plans and policy recommendations for evidence-based policy improvement.

1.2. Strategic framework to transport SMEs support

SMEs are the backbone of Europe's economy. They represent 99% of all businesses and in the last 5 years, they have created around 85% of new jobs and provided two thirds of the total private sector employment in the EU. The European Commission considers SMEs as a key for ensuring economic growth, innovation, job creation, and social integration in the EU.

European Commission provides support for SMEs in different fields. At the center of Commission's actions is the Small Business Act for Europe that provides a comprehensive SME policy for the EU and EU countries and promotes entrepreneurial spirit among European citizens. Commission also has a priority to ensure that enterprises can rely on a business-friendly environment and make the most of cross border activities, both within the EU single market and outside of it. Access to finance is the most pressing issue for many small enterprises so EC works to improve the financing environment for SMEs and provides information about funding. SMEs can apply for European Commission funding programs such as CEF, which finances projects related to energy, ITC and transport, or COSME which aims to improve SMEs access to finance and markets through financial instruments.

In general, EU policy for SMEs aims to ensure that Union policies and actions are small business friendly and contribute to making Europe a more attractive place to set up a company and do business. Promotion of competitiveness and innovation are the key aspects of EU policy in relation to industry and SMEs.

2. Definition of Good Practice

Good practice in the context of the Interreg Europe programme is defined as an initiative (e.g. methodologies, projects, processes, techniques) undertaken in one of the programme's thematic priorities which has already proved successful and which has the potential to be transferred to a different geographic area. Geographic coverage depends on the area where initiative was taken, depending on project geographical scope. Proved successful is where the good practice has already provided tangible and measurable results in achieving a specific objective.

Overall quality of the good practices will be evaluated and validated by the policy officers in order to justify the value reported, therefore the quality is more important than quantity.

3. Criteria for choosing a Good Practice

Focus shall be put on meeting the following selection criteria:

- Good practices shall create a real added-value. Initiatives seek to improve situation in certain areas and added-value can be described as an improvement made in comparison to *status quo* situation.
- Good practice shall be proven successful. It means that the initiative has reached its established objectives, tangible and measurable results.
- Good practice shall have a potential for learning and inspiration for other regions. It means that it is well documented, displays its clear impact, possible constraints and main lessons learned. It is advisable to start connecting good practices to the needs of other countries as soon as possible (i.e. to use gap analysis as inspiration what type of good practices to look for).
- Good practice should be transferable. Transferability implies “concept readiness” (i.e. performance, potential) and “institutional readiness” (i.e. motivation, resources) and shall not rely on major technical or financial investments.

3.1. Step by Step Process on How to Choose a Good Practice

For the identification, validation and the transfer of good practices we will be following the “funnel model” introduced in Interreg IVC Thematic Programme Capitalisation review (2012) that starts with a wide number of generally described good practices, applies several peer-review based iterations and then narrows down the total number of the good practices to a more manageable number of them, at the same time increasing the level of detailization in the descriptions. This process allows to apply the selection criteria and to reduce workload in describing the practices which do not meet all the criteria.



Figure 1: Funnel model (Interreg IVC, 2012)

3.1.1 Step 1: Initial Good Practice identification

Input: Initial regional analysis and brainstorm of ideas.

Output: Initial list of minimum 50 good practices (10 per partner) described in one sentence.

The aim of the initial screening is to make a “warming up” activities and to overcome mental/creativity blocks that can narrow down selection of potentially interesting good practices. This activity is done by the project partners themselves and the aim is to identify as many potential ideas for good practice as possible, at the same time avoiding criticism and various biases and “lock in’s” (what is considered valuable in one country/region, might not be the case in another).

Proposed methods include: a) brainstorm of key expert’s in partner organization who work directly with the problem area and has a wide network of contacts or are knowledgeable in the field; b) consultation with stakeholders (individually or in a stakeholder meeting); c) Internet research.

The process is also fed by initial regional analysis (performed in the beginning of the project). Aggregated long list is shared among the partners for information purposes. (see Annex I).

3.1.2 Step 2: Objective oriented good practice identification

Input: Long list of good practice ideas from Step 1.

Output: Short list of good practice ideas with more detailed descriptions focused on objective.

The aim of objective oriented good practice identification is to make a shorter list of good practices (30 in total; around 6 per partner) which might best suite all the criteria and to get better understanding on key elements of each good practice in the shortlist.

This activity is done by the project partners themselves and the aim is to focus on problem/solution/value which the good practice can deliver.

Proposed methods include: a) debate with key expert’s in partner organization who work directly with the problem area or are knowledgeable in the field; b) consultation with stakeholders (individually or in a stakeholder meeting); c) consultation with good practice owner; d) Internet research.

Example of final output (see Annex II).

3.1.3 Step 3: Transfer oriented good practice identification

Input: Short list of good practice ideas with more detailed descriptions focused on objective from Step 2.

Outputs:

- Peer reviewed list of good practices .
- Filled in final templates according to Interreg template requirements

The aim of objective oriented good practice identification is twofold:

- Peer review helps to apply the “transfer filter”. Here, some of the identified practices are of such interest and relevance to one or more of the project partners, therefore further transfer efforts are ensured.
- Finalizing good practice selection by filling in all necessary details of template used for Interreg projects (Annex III)

Transferability is the approach that transfers only those policies and incentives that will have a similar (but not identical) value under different circumstances. Evaluating peers have to check if it will be possible to adapt it to their specific context. They must understand that transfer of good practice cannot be simply copied and specific questions have to be answered:

- Get the better idea about the existing practice;
- Was the good practice tested in other settings and was it successfully transferred?
- Is the good practice a result of a specific institutional context? Can some elements of good practice be interpreted and translated to fit another institutional setting?
- How is the good practice influenced by its geographical and socioeconomical context?
- How is the good practice influenced by finance and human resources devoted to it?
- To what extent does good practice cover the issues related to your project?
- Which essential structural elements cannot be transferred? Are there any equivalents to them?
- If you see, that practice as a unit can't be transferred, are there some elements that can be transferred?

As the focus of this step is on “transferability” requirement, it is advised to perform this in close cooperation with other project partners who might be interested in transfer of the good practices. Detailed explanation why this practice is potentially interesting for other regions have to be developed at this stage. This can be done e.g. through information regarding the key success factors or 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).

3.2. Validation of Good Practices in a peer review

At this stage partners have to assess and prioritize each other's' good practices according to their region's interests. The methodology designed to carry out the assessment is based on 3 main criteria:

- alignment with the partner's regional strategy;
- potential for replication in the partner's region;
- expected impact in the partner's region.

The partners (together with their key stakeholders) will have to rank other region's good practices, validating the above criteria by filling in the Evaluation Sheet (see Annex IV).

As a result of the assessment, the partners will decide which good practices (from the total of good practices identified) will be documented according to the formal requirements. These will be the good practices that:

- are aligned with the largest number of the regional strategies;
- have the highest potential for replication in the largest number of participating regions;
- have the highest potential impact in the largest number of participating regions.

4. Documentation of Good Practices according to formal requirements

The details of the good practices will have to be documented in the template that can be found attached in Annex II. In case that there is no sufficient information on the practice online, then the partners will have to conduct interviews with the individuals/organisations responsible for the good practice in order to ensure that adequate information has been included in the template.

Appendices

Annex I. Long list of initiatives (example)

Number	Name of good practice	Country/Region from which good practice originates	Country/Region who's initial regional analysis show the need for similar good practices	Short description (max XXX symbols)
1	Business incubator programme Minerva	Portugal	Lithuania	Business incubator programme Minerva has introduced some innovations like leadership of private company, focus on smart city solutions and forum to support the ecosystem.
2.	...			

Annex II. Shortlist (example)

No.	Name of good practice	Country/Region	Countries which might benefit from this Good Practice (with arguments)	Short description (max XXX symbols)	What is the problem addressed and the context which triggered the introduction of the practice? (300-700 symbols)	What was solution proposed to address the problem/issue. Solution shall not be innovative company or product. It has to be method, project, process, technique. (300-700 symbols)	What is the major value/innovation/lesson learned (i.e. why do you think that it is a GOOD practice)(300-700 symbols)
1	Business incubator programme Minerva	Portugal	Lithuania (initial analysis has showed that success rate of accelerated projects is low and this GP can help to improve it), UK...	Business incubator programme Minerva has introduced some innovations like leadership of private company, focus on smart city solutions and forum to support the ecosystem.	<p>The main objective of Minerva is to support entrepreneurs to turn their ideas into a business opportunity and new start-ups accelerating the exit of their developments to the market.</p> <p>Incubator was looking into ways to facilitate the scaling up of startups and to improve the efficiency of their incubation programme</p>	<p>Although the business incubator has physical spaces to host the companies, it does not require the company to be physically in the incubators, since the support services are personalised and delivered according to the needs of the companies. In this way the companies can be located all around the Andalusia Region through the network of centres “Andalusia Emprende” where the project receive the support services. The projects located in the city of Seville have access to incubation facilities of offices and co-working area.</p> <p>The programme offers 30.000 euros of financial support to the five most promising projects in each call. Besides this financial support, the entrepreneurs have access to a service check, a package of economic and technology resources to support the acceleration of the start-up.</p> <p>Programma Minerva has introduced several innovations, such as:</p> <ul style="list-style-type: none"> - the leadership of a private company, Vodafone Spain, supported by the regional government, Junta de Andalucía: both supporting institutions 	<p>Business incubator programme Minerva has introduced some innovations like leadership of private company, focus on smart city solutions and forum to support the ecosystem.</p> <p>Those innovations has helped:</p> <ul style="list-style-type: none"> • The rate of success for accelerated business projects is 75%. • From the 49 projects participating the first three calls, 37 stay active in the programme and 33 are already graduated enterprises. 49% of the business projects are commercialising their services/products. • The 49 business projects have created and maintained 155 jobs. • Since the first call in 2012, the programme has been able to obtain over 2.8 million of euros in investments funds and the

					<p>are very operative in the activities of the incubator, and committed to assure its sustainability.</p> <ul style="list-style-type: none">- the objective to identify tech developments focused in smart city solutions.- the Minerva Forum integrated by companies and organisations that are part of the entrepreneurship, innovation and technology development ecosystem of Andalusia. The objective of this forum is to offer support to business projects by means of networking meetings, seminars and workshops open to all the local entrepreneurs.	<p>companies have sold over 1.9 million of euros.</p>
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Annex III. Good Practice template

- In order to submit a practice, you will have to register in the Interreg Europe website. You can submit your practice through your user dashboard ('Good practices' tab).
- Optional fields are shown in orange. All other fields are compulsory.

1. Author contact information	
<i>[Technical: Contact information comes from your community profile. You can edit it by visiting your user dashboard] Ideally, the owner of the good practice should fill in the form. Indeed, if you submit a good practice, your personal and organisational profile in the Interreg Europe community will be linked to it.</i>	
Name	
Email	
Telephone	
Your organisation	
Country	
Region	
City	

1. Organisation in charge of the good practice	
<i>[If your organisation is not the one in charge of the good practice, you can indicate the relevant organisation in this section of the form. But your contact details will still be linked to the submitted good practice.]</i>	
Is your organisation the main institution in charge of this good practice?*	Yes or no

In case 'no' is selected, the following sections appear:

Location of the organisation in charge:	Country	Drop-down list
	Region	Drop-down list
	City	Drop-down list
Main institution in charge	Drop-down list of organisations <i>[Technical: it is possible to select 'other' to add a new one]</i>	

1. Good practice general information	
Title of the practice	<i>[100 characters]</i>

Does this practice come from an Interreg Europe Project	Yes or no [Technical: Good Practices outside the IR-E projects relevant to the topics and validated by the Policy Learning Platforms experts will also be included in the database]
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In case 'yes' is selected, the following sections appear:

Please select the project acronym	Drop-down list of all Interreg Europe approved projects	
Thematic objective of the practice	Drop-down list of the 6 specific objectives	
Geographical scope of the practice	Select National/Regional/Local	
Location of the practice	Country	Drop-down list
	Region	Drop-down list
	City	Drop-down list

2. Detailed description	
Short summary of the practice	[160 characters] This text works as a preview for the good practice and it will appear at card level.
Detailed information on the practice	[1500 characters] Please provide information on the practice itself. In particular: <ul style="list-style-type: none"> - What is the problem addressed and the context which triggered the introduction of the practice? - How does the practice reach its objectives and how it is implemented? - Who are the main stakeholders and beneficiaries of the practice?
Resources needed	[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.
Timescale (start/end date)	e.g. June 2012 – May 2014/ongoing
Evidence of success (results achieved)	[500 characters] Why is this practice considered as good? Please provide factual evidence that demonstrates its success or failure (e.g. measurable outputs/results).
Challenges encountered (optional)	[300 characters] Please specify any challenges encountered/lessons learned during the implementation of the practice.
Potential for learning or transfer	[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

	<i>provided (if possible, specify the country, the region – NUTS 2 – and organisation to which the practice was transferred)</i> <i>[Technical: A good practice be edited throughout a project life time (e.g. to add information on the transfers that have occurred)]</i>
Further information	<i>Link to where further information on the good practice can be found</i>
Keywords related to your practice	<i>Select existing keywords or add</i>
Upload image	<i>[2000px wide recommended]</i>
Expert opinion	<i>[1500 characters] [to be filled in by the Policy Learning Platforms experts]</i>

Annex IV. Evaluation Sheet

Title of the best practice	Evaluation criteria		
	<i>Alignment with the partner's regional strategy (if the score is 0, the rest of criteria do not need to be assessed)</i>	<i>Potential for replication in the partner's region</i>	<i>Expected impact in the partner's region</i>
<i>Best practice No 1</i>			
<i>Best practice No 2</i>			
<i>Best practice No 3</i>			
<i>Best practice No 4</i>			
<i>Best practice No 5</i>			
<i>Best practice No 6</i>			
<i>Best practice No x</i>			