

Project INTRA:
Collection of good practices from Algarve region in Portugal

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1. Name of the organisation owner or in charge of the practice

Algarve Coordination and Regional Development Commission (CCDR Algarve)

2. Region/country where the practice takes place

Algarve/Portugal

3. Title of the case/practice

Incentive to the Internationalisation of SMEs

4. Website (If available)

<https://algarve2020.pt/info/>

5. Description of the case/practice (around 2000-2500 characters)

Opening new export channels and strengthening the internationalization of the entrepreneurial fabric and innovative projects presupposes the strengthening of innovation and internationalization dynamics, recovering trajectories of diversification of exports and production of increasingly sophisticated and differentiated goods and services. The ultimate objective will therefore be to strengthen the competitiveness of enterprises, to promote increased exports of high technology products and to encourage more and more integration into international value chains, recognizing their importance in creating more jobs and more wealth.

Individual SME internationalization projects targeting the following areas are susceptible to support:

- a) Knowledge of external markets;
- b) The presence on the web, through the digital economy;
- (c) the international development and promotion of trademarks;
- d) Prospecting and presence in international markets;
- e) International marketing;
- (f) the introduction of a new method of organization in commercial practices or external relations;
- g) Specific certifications for external markets.

The beneficiaries are SMEs of any nature and in any legal form and the following criteria shall be applied to beneficiaries:

- Are legally constituted;
- Have the tax and tax situation regularized before, respectively, the tax administration and social security;
- Can legally develop activities in the territory covered by the OP or RDP and the type of operations and investments to which they are applying;
- Possess, or be able to ensure, up to the approval of the application, the technical, physical and financial resources and human resources necessary for the development of the operation;
- Present a balanced economic-financial situation or demonstrate the ability to finance the operation;
- Meet the SME criteria;
- Have organized accounting, in accordance with the applicable legislation;
- Not be a "company in difficulty", ie a company which has at least one of the following circumstances:
 - In the case of an undertaking which has existed for three or more years, if more than half of its subscribed capital has disappeared due to accumulated losses, that is to say when the deduction of accumulated losses of reserves and all other elements generally considered as a part of the company's own funds, leads to a negative cumulative amount that exceeds half of the subscribed capital stock;
 - In the case of a non-SME, where the ratio of "accounting debt to own funds" in the last two years was above 7.5 and the company's interest coverage ratio, calculated on the basis of EBITDA interest, taxes, depreciation and amortization) was less than 1.0.
- Declare that it is not a company subject to a recovery order;
- Present a balanced economic and financial situation, proven by a ratio of financial autonomy of not less than 0.15;
- Have completed projects previously approved under the same typology of projects.

The eligibility criteria of the projects for the internationalization of SMEs are the following:

- Minimum limit of total eligible expenditure per project of 25,000 euros;
- Have an application date prior to the start date of the work, and cannot include expenses prior to the date of application;
- In the case of an individual project, be supported by a strategic analysis of the company that identifies the critical areas for the business in which it is inserted, diagnose the

company's situation in these critical areas and base the investment options considered in the application;

- Demonstrate that sources of funding are secured;
- Demonstrate the effect of the incentive, which is demonstrated whenever the beneficiary has submitted the application prior to the date of commencement of work on the project;
- Have a maximum execution time of 24 months, except in duly justified cases;
- Start execution of the project within a maximum of six months, after the communication of the financing decision;
- Do not include the same actions in joint projects and individual projects.

The following expenses are considered eligible if they are directly related to the development of the project:

- Acquisitions for application of new organizational methods;
- Participation in fairs and exhibitions abroad;
- Specialized consultancy services provided by external consultants
- Obtaining, validating and defending patents and other industrial property registration costs

The incentive is calculated by applying a maximum rate of **45% to eligible expenditure** (non-refundable).

5.1. Duration (start-end)

2014-2020

5.2. Goals

The purpose of this call for tenders is to expand the export base, increasing the number of new exporters, or increasing the volume of international sales companies that already export, by granting incentives to projects that:

- Reinforce the entrepreneurial capacity of SMEs to internationalization, with a view to promoting increased exports through the development and application of new business models and SME qualification processes for internationalization, valuing the intangible factors of competitiveness, allowing enhancing the increase of its base and exporting capacity.

5.3. Partners involved



SMEs

5.4. Total cost of the practice

500.000€

6. Why do you think this could be a good practice?

The Incentive to the Internationalisation of SMEs is considered a good practice having in consideration that it is a financing mechanism that derives and operationalizes the Regional Operational Program in terms of internationalization, enabling SMEs to strengthen their internationalization capacity and skills. Is an instrument fully dedicated to increase the SMEs capacity to reach new and foreign markets.

7. Type of practice (multiple response)

POLICY/REGULATION	
<input checked="" type="checkbox"/>	policy + successful implementation
<input type="checkbox"/>	observatory/benchmarking/monitoring the SME Internalisation activities
<input type="checkbox"/>	dissemination (please specify)
<input type="checkbox"/>	event/festival
FUNDING	
<input checked="" type="checkbox"/>	funding measure
<input type="checkbox"/>	financial measure (e.g. tax relief, grant for exports, etc)
<input type="checkbox"/>	investment attraction measure
KNOWLEDGE & INNOVATION	
<input type="checkbox"/>	entrepreneur training, coaching, mentoring, consultancy
<input checked="" type="checkbox"/>	access to knowledge
<input type="checkbox"/>	technology transfer
<input type="checkbox"/>	open innovation
<input type="checkbox"/>	cross-sectoral networking
MARKET	
<input checked="" type="checkbox"/>	internationalisation (e.g. creation of international partnerships, access to foreign markets, ...)
<input type="checkbox"/>	cluster development
<input type="checkbox"/>	incubator/ promotion of start-up
<input checked="" type="checkbox"/>	networking, matchmaking, ...
OTHER (please specify)	
<input type="checkbox"/>	
<input type="checkbox"/>	
<input type="checkbox"/>	

8. How does the practice support and help enhance the SME Internalisation?

<p>By supporting, through funding, the following activities:</p> <ul style="list-style-type: none"> - Acquisitions for application of new organizational methods; - Participation in fairs and exhibitions abroad; - Specialized consultancy services provided by external consultants; - Obtaining, validating and defending patents and other industrial property registration costs.

9. Which problems/challenges/needs is the practice addressing? Please tick the appropriate objectives (multiple response)¹

Challenges	OBJECTIVES	Tick where appropriate
Human Resources / Managerial Capacity	Export coaching course	
	Incentives to foster internationalization activity	X
	Exports forums	
	Improving interregional technology transfer bodies and mechanisms	
	Trade visits	X
	Internationalization/Export Academies	
	Other: please specify	
SME Internalization support infrastructure and services	Developing technology incubators	
	Developing technology parks	
	Market research support	X
	Export/Internalization observatory facilities	
	IPR support/ Institutional protection of intellectual property	
	Account management support	
	Developing technology centres/competence centres/applied research centres as a key tool for competitive improvement in businesses	
	Diversifying and specializing technology centres and services	
	High level consultancy support (eg advisors who help innovative SMEs to boost R&D output and identify adaptations that might make a product suitable for new overseas markets)	
	Other : please specify	

¹ Based on OECD report on ‘ Top Barriers and Drivers to SME Internalization’

Financing	Insurance solutions & risk management (e.g. covering of exporters and foreign buyers of exports against commercial and political risks of non-payment)	
	Financing short-term exports	
	Pre-Shipment financing	
	Post-Shipment financing	
	Loans	
	Credit guarantee scheme	
	Funding/grants for recruitment of advisors, researchers, accountants	
	Funding to attend international trade events and exhibitions	X
	Grants to support any stage of the internationalization activity	X
	Other: please specify	
Information provision and networking	Improving interregional technology transfer bodies and mechanisms	
	Creation of thematic critical masses and cluster development	
	Establishing interregional innovative business clusters and mega-clusters	
	Fostering the transferability of innovative technologies overseas	
	Export promotional activities/marketing	
	Regularly updated analysis reports on foreign markets	
	Trade missions	
	Partner search & alliances	
	One stop customer centre to assist SME exporters with foreign market information and contacts	
	Trade centres abroad (that can offer market research information, trade fair support etc)	
	Market intelligence services	
Other: please specify		
Indirect actions: proactive measures to stimulate SME internationalisation	Venture capital funds that finance innovative and high-growth companies	
	Public funding schemes for start-ups	
	Improvement of technological capabilities of export-oriented SMEs	
	Other : please specify	

10. Source of funding (multiple response)

<input checked="" type="checkbox"/>	regional funds
<input type="checkbox"/>	national funds
<input type="checkbox"/>	EU funds – H2020
<input type="checkbox"/>	EU funds – ERDF
<input type="checkbox"/>	EU funds – other (please specify)
<input type="checkbox"/>	private funding (self-financed)
<input type="checkbox"/>	private (e.g. financed by business angels)
<input type="checkbox"/>	crowdsourcing
<input type="checkbox"/>	other (please specify)

11. Focus (choose the most relevant one)

<input checked="" type="checkbox"/>	focused on the SME Internalisation
<input type="checkbox"/>	focused on SME support sector
<input type="checkbox"/>	focused on sector specific SME Internalisation
<input type="checkbox"/>	focused on other sector (please specify)

11. Is the practice linked to a specific policy? Please add a short description of the policy and its link to the strategy/programme here.

CRESC Algarve 2020 is the policy instrument that combines the strategic guidelines of RIS3 with the financial instruments for the Algarve towards 2020. It is structured in 5 main topics for intervention:

1. Innovation and diversification - Expand the business economic base, increasing employment and the enhancement of endogenous resources;
2. International Competitiveness - Strengthen the value chains of consolidated and emerging activities identified by the regional RIS3. Create conditions for the enhancement of international position of the region and the increase of the production of tradable goods and services;
3. Territorial Value - Strengthen the regional identity and enhance the natural resources of excellence. Create conditions for the emergence of innovation in green economy, improve energy efficiency and training and rational use of resources;

4. Cohesion and Inclusion - Reduce disparities and existing territorial imbalances, while ensuring a less fragmented territory and a coherent and competitive urban network, capable of stimulating the toughening of the economy;

5. Capacity Building for Employability - Adjust and refocus regional skills for employability and create conditions for the emergence of creative and innovative responses, whether in specialized or advanced offerings. Strengthen regional leadership and empowering partnerships, strengthening the representation in national or international networks.

Link: http://poalgarve21.ccdr-alg.pt/site/sites/poalgarve21.ccdr-alg.pt/files/2014-2020/po_crescalgarve_2014-2020.pdf

12. If this practice is not focused on the SME Internationalisation, why do you think it is applicable in this field?

N/A

13. Geographical focus (choose one answer)

<input type="checkbox"/>	local
<input type="checkbox"/>	regional
<input type="checkbox"/>	national
<input checked="" type="checkbox"/>	European
<input checked="" type="checkbox"/>	international

14. Actors involved in the practice (multiple response)

<input type="checkbox"/>	regional government
<input type="checkbox"/>	national government
<input type="checkbox"/>	development agency
<input type="checkbox"/>	university or research institution
<input checked="" type="checkbox"/>	SME, enterprises
<input type="checkbox"/>	association of enterprises/professionals
<input type="checkbox"/>	other (please specify)

15. Outputs: direct consequences of the practice. Depending on the practice goals, please provide quantitative indicators that are available for your practice. Some examples are listed below:

QUANTITATIVE INDICATOR	TIMEFRAME (during which time?)	INFO SOURCE (if available)

16. Please state if this practice is transferable in terms of:

	organisational model / implementation process
	specific tools (e.g. training, financial support,)
X	policy making process
	definition of financial feasibility
	methodology for the assessment of the problem to be address
	methodology for the involvement of the targeted stakeholders
	risk management strategy involved
	exit strategy involved
	review and maintenance methodology
X	metrics for the evaluation of the implementation process
	marketing strategy
	other (please specify)

17. List main success factors referred to the context where the practice took place

SUCCESS FACTOR DESCRIPTION	IS THE SUCCESS FACTOR RELEVANT FOR TRANSFERABILITY IN A DIFFERENT LOCAL CONTEXT?	
<i>e.g. efficient laws on public support of enterprises.</i> <i>Region AAA is committed in SME Internationalisation support thanks to a Competitiveness Plan (www.region.aa.com)</i>	X	Very relevant
		Relevant
		Party relevant
		Not relevant
<i>e.g. positive perception of public funding mechanisms</i>	X	Very relevant
		Relevant
		Party relevant
		Not relevant
<i>e.g. social capital and competent HR available</i>		Very relevant
		Relevant
	X	Party relevant
		Not relevant
<i>e.g. strong training organisation already existing on the area</i>		Very relevant
		Relevant
		Party relevant
	X	Not relevant

18. Further materials and reference available (paper, PPT, information sheet, leaflet, video, press releases, articles, blogs, photos,...). Please list and enclose



19. REFERENCES:

Contact Details: contact person of the practice (name, e-mail, ...)

Fernando Serra (gab.presidencia@ccdr-alg.pt)

Contact Details: person compiling this form (name, e-mail, ...)

OTHER RELEVANT INFO

1. Name of the organisation owner or in charge of the practice

Algarve Coordination and Regional Development Commission (CCDR Algarve)

2. Region/country where the practice takes place

Algarve/Portugal

3. Title of the case/practice

Incentive to the Internationalisation of SMEs – Joint projects

4. Website (If available)

<https://algarve2020.pt/info/>

5. Description of the case/practice (around 2000-2500 characters)

Opening new export channels and strengthening the internationalization of the entrepreneurial fabric and innovative projects presupposes the strengthening of innovation and internationalization dynamics, recovering trajectories of diversification of exports and production of increasingly sophisticated and differentiated goods and services. The ultimate objective will therefore be to strengthen the competitiveness of enterprises, to promote increased exports of high technology products and to encourage more and more integration into international value chains, recognizing their importance in creating more jobs and more wealth.

Individual SME internationalization projects targeting the following areas are susceptible to support:

- a) Knowledge of external markets;
- b) The presence on the web, through the digital economy;
- (c) the international development and promotion of trademarks;
- d) Prospecting and presence in international markets;
- e) International marketing;
- (f) the introduction of a new method of organization in commercial practices or external relations;
- g) Specific certifications for external markets.

The beneficiaries are SMEs of any nature and in any legal form and the following criteria shall be applied to beneficiaries:

- Are legally constituted;
- Have the tax and tax situation regularized before, respectively, the tax administration and social security;
- Can legally develop activities in the territory covered by the OP or RDP and the type of operations and investments to which they are applying;
- Possess, or be able to ensure, up to the approval of the application, the technical, physical and financial resources and human resources necessary for the development of the operation;
- Present a balanced economic-financial situation or demonstrate the ability to finance the operation;
- Meet the SME criteria;
- Have organized accounting, in accordance with the applicable legislation;
- Not be a "company in difficulty", ie a company which has at least one of the following circumstances:
 - In the case of an undertaking which has existed for three or more years, if more than half of its subscribed capital has disappeared due to accumulated losses, that is to say when the deduction of accumulated losses of reserves and all other elements generally considered as a part of the company's own funds, leads to a negative cumulative amount that exceeds half of the subscribed capital stock;
 - In the case of a non-SME, where the ratio of "accounting debt to own funds" in the last two years was above 7.5 and the company's interest coverage ratio, calculated on the basis of EBITDA interest, taxes, depreciation and amortization) was less than 1.0.
- Declare that it is not a company subject to a recovery order;
- Present a balanced economic and financial situation, proven by a ratio of financial autonomy of not less than 0.15;
- Have completed projects previously approved under the same typology of projects.

The eligibility criteria of the projects for the internationalization of SMEs are the following:

- Minimum limit of total eligible expenditure per project of 25,000 euros;
- Have an application date prior to the start date of the work, and cannot include expenses prior to the date of application;
- In the case of an individual project, be supported by a strategic analysis of the company that identifies the critical areas for the business in which it is inserted, diagnose the

company's situation in these critical areas and base the investment options considered in the application;

- Demonstrate that sources of funding are secured;
- Demonstrate the effect of the incentive, which is demonstrated whenever the beneficiary has submitted the application prior to the date of commencement of work on the project;
- Have a maximum execution time of 24 months, except in duly justified cases;
- Start execution of the project within a maximum of six months, after the communication of the financing decision;
- Do not include the same actions in joint projects and individual projects.

The following expenses are considered eligible if they are directly related to the development of the project:

- Acquisitions for application of new organizational methods;
- Participation in fairs and exhibitions abroad;
- Specialized consultancy services provided by external consultants
- Obtaining, validating and defending patents and other industrial property registration costs

The incentive is calculated by applying a maximum rate of **50% to eligible expenditure** (non-refundable) to projects submitted by a consortium gathering at least 10 companies. The maximum incentive is 180.000€/ ERDF (average per company).

5.1. Duration (start-end)

2014-2020

5.2. Goals

The purpose of this call for tenders is to expand the export base, increasing the number of new exporters, or increasing the volume of international sales companies that already export, by granting incentives to projects that:

- Reinforce the entrepreneurial capacity of SMEs to internationalization, with a view to promoting increased exports through the development and application of new business models and SME qualification processes for internationalization, valuing the intangible factors of competitiveness, allowing enhancing the increase of its base and exporting capacity.

5.3. Partners involved

SMEs

5.4. Total cost of the practice

85.700.000€

6. Why do you think this could be a good practice?

The Incentive to the Internationalisation of SMEs is considered a good practice having in consideration that it is a financing mechanism that derives and operationalizes the Regional Operational Program in terms of internationalization, enabling SMEs to strengthen their internationalization capacity and skills. Is an instrument fully dedicated to increase the SMEs capacity to reach new and foreign markets.

7. Type of practice (multiple response)

POLICY/REGULATION	
<input checked="" type="checkbox"/>	policy + successful implementation
<input type="checkbox"/>	observatory/benchmarking/monitoring the SME Internalisation activities
<input type="checkbox"/>	dissemination (please specify)
<input type="checkbox"/>	event/festival
FUNDING	
<input checked="" type="checkbox"/>	funding measure
<input type="checkbox"/>	financial measure (e.g. tax relief, grant for exports, etc)
<input type="checkbox"/>	investment attraction measure
KNOWLEDGE & INNOVATION	
<input type="checkbox"/>	entrepreneur training, coaching, mentoring, consultancy
<input checked="" type="checkbox"/>	access to knowledge
<input type="checkbox"/>	technology transfer
<input type="checkbox"/>	open innovation
<input type="checkbox"/>	cross-sectoral networking
MARKET	
<input checked="" type="checkbox"/>	internationalisation (e.g. creation of international partnerships, access to foreign markets, ...)
<input type="checkbox"/>	cluster development
<input type="checkbox"/>	incubator/ promotion of start-up
<input checked="" type="checkbox"/>	networking, matchmaking, ...
OTHER (please specify)	
<input type="checkbox"/>	
<input type="checkbox"/>	
<input type="checkbox"/>	

8. How does the practice support and help enhance the SME Internalisation?

<p>By supporting, through funding, the following activities:</p> <ul style="list-style-type: none"> - Acquisitions for application of new organizational methods; - Participation in fairs and exhibitions abroad; - Specialized consultancy services provided by external consultants; - Obtaining, validating and defending patents and other industrial property registration costs.

9. Which problems/challenges/needs is the practice addressing? Please tick the appropriate objectives (multiple response)²

Challenges	OBJECTIVES	Tick where appropriate
Human Resources / Managerial Capacity	Export coaching course	
	Incentives to foster internationalization activity	X
	Exports forums	
	Improving interregional technology transfer bodies and mechanisms	
	Trade visits	X
	Internationalization/Export Academies	
	Other: please specify	
SME Internalization support infrastructure and services	Developing technology incubators	
	Developing technology parks	
	Market research support	X
	Export/Internalization observatory facilities	
	IPR support/ Institutional protection of intellectual property	
	Account management support	
	Developing technology centres/competence centres/applied research centres as a key tool for competitive improvement in businesses	
	Diversifying and specializing technology centres and services	
	High level consultancy support (eg advisors who help innovative SMEs to boost R&D output and identify adaptations that might make a product suitable for new overseas markets)	
	Other : please specify	

² Based on OECD report on ‘ Top Barriers and Drivers to SME Internalization’

Financing	Insurance solutions & risk management (e.g. covering of exporters and foreign buyers of exports against commercial and political risks of non-payment)	
	Financing short-term exports	
	Pre-Shipment financing	
	Post-Shipment financing	
	Loans	
	Credit guarantee scheme	
	Funding/grants for recruitment of advisors, researchers, accountants	
	Funding to attend international trade events and exhibitions	X
	Grants to support any stage of the internationalization activity	X
	Other: please specify	
Information provision and networking	Improving interregional technology transfer bodies and mechanisms	
	Creation of thematic critical masses and cluster development	
	Establishing interregional innovative business clusters and mega-clusters	
	Fostering the transferability of innovative technologies overseas	
	Export promotional activities/marketing	
	Regularly updated analysis reports on foreign markets	
	Trade missions	
	Partner search & alliances	
	One stop customer centre to assist SME exporters with foreign market information and contacts	
	Trade centres abroad (that can offer market research information, trade fair support etc)	
	Market intelligence services	
Other: please specify		
Indirect actions: proactive measures to stimulate SME internationalisation	Venture capital funds that finance innovative and high-growth companies	
	Public funding schemes for start-ups	
	Improvement of technological capabilities of export-oriented SMEs	
	Other : please specify	

10. Source of funding (multiple response)

<input checked="" type="checkbox"/>	regional funds
<input type="checkbox"/>	national funds
<input type="checkbox"/>	EU funds – H2020
<input type="checkbox"/>	EU funds – ERDF
<input type="checkbox"/>	EU funds – other (please specify)
<input type="checkbox"/>	private funding (self-financed)
<input type="checkbox"/>	private (e.g. financed by business angels)
<input type="checkbox"/>	crowdsourcing
<input type="checkbox"/>	other (please specify)

11. Focus (choose the most relevant one)

<input checked="" type="checkbox"/>	focused on the SME Internalisation
<input type="checkbox"/>	focused on SME support sector
<input type="checkbox"/>	focused on sector specific SME Internalisation
<input type="checkbox"/>	focused on other sector (please specify)

11. Is the practice linked to a specific policy? Please add a short description of the policy and its link to the strategy/programme here.

CRESC Algarve 2020 is the policy instrument that combines the strategic guidelines of RIS3 with the financial instruments for the Algarve towards 2020. It is structured in 5 main topics for intervention:

1. Innovation and diversification - Expand the business economic base, increasing employment and the enhancement of endogenous resources;
2. International Competitiveness - Strengthen the value chains of consolidated and emerging activities identified by the regional RIS3. Create conditions for the enhancement of international position of the region and the increase of the production of tradable goods and services;
3. Territorial Value - Strengthen the regional identity and enhance the natural resources of excellence. Create conditions for the emergence of innovation in green economy, improve energy efficiency and training and rational use of resources;

4. Cohesion and Inclusion - Reduce disparities and existing territorial imbalances, while ensuring a less fragmented territory and a coherent and competitive urban network, capable of stimulating the toughening of the economy;

5. Capacity Building for Employability - Adjust and refocus regional skills for employability and create conditions for the emergence of creative and innovative responses, whether in specialized or advanced offerings. Strengthen regional leadership and empowering partnerships, strengthening the representation in national or international networks.

The presented GP is directly linked with the policy instrument, through the operationalisation of the Priority Axis 2 - Supporting Internationalization and Business Competitiveness and Qualified Entrepreneurship, as follows:

- Encouraging qualified entrepreneurship as a tool for promoting innovation, and diversification of the regional production base.
- Increase competitiveness and external awareness of products, and companies of regional RIS3 sectors, to promote internationalization and export.
- To improve the competitiveness of enterprises and stimulate business investment, particularly in the context of RIS3 sectors.

Link: http://poalgarve21.ccdr-alg.pt/site/sites/poalgarve21.ccdr-alg.pt/files/2014-2020/po_crescalgarve_2014-2020.pdf

12. If this practice is not focused on the SME Internationalisation, why do you think it is applicable in this field?

N/A

13. Geographical focus (choose one answer)

	local
	regional
	national
X	European
X	international

14. Actors involved in the practice (multiple response)

	regional government
	national government
	development agency
	university or research institution
X	SME, enterprises
	association of enterprises/professionals
	other (please specify)

15. Outputs: direct consequences of the practice. Depending on the practice goals, please provide quantitative indicators that are available for your practice. Some examples are listed below:

QUANTITATIVE INDICATOR	TIMEFRAME (during which time?)	INFO SOURCE (if available)
<i>6 projects approved under the GP</i>	<i>2014-2017</i>	
More than 1.000.000€ approved to internationalisation projects	<i>2014-2017</i>	

16. Please state if this practice is transferable in terms of:

	organisational model / implementation process
	specific tools (e.g. training, financial support,)
X	policy making process
	definition of financial feasibility

	methodology for the assessment of the problem to be address
	methodology for the involvement of the targeted stakeholders
	risk management strategy involved
	exit strategy involved
	review and maintenance methodology
X	metrics for the evaluation of the implementation process
	marketing strategy
	other (please specify)

17. List main success factors referred to the context where the practice took place

SUCCESS FACTOR DESCRIPTION	IS THE SUCCESS FACTOR RELEVANT FOR TRANSFERABILITY IN A DIFFERENT LOCAL CONTEXT?	
<i>e.g. efficienct laws on public support of enterprises.</i> <i>Region AAA is committed in SME Internationalisation support thanks to a Competitiveness Plan (www.region.aa.com)</i>	X	Very relevant
		Relevant
		Party relevant
		Not relevant
<i>e.g. positive perception of public funding mechanisms</i>	X	Very relevant
		Relevant
		Party relevant
		Not relevant
<i>e.g. social capital and competent HR availble</i>		Very relevant
		Relevant
	X	Party relevant
		Not relevant
<i>e.g. strong training organisation already existing on the area</i>		Very relevant
		Relevant
		Party relevant
	X	Not relevant



18. Further materials and reference available (paper, PPT, information sheet, leaflet, video, press releases, articles, blogs, photos,...). Please list and enclose

19. REFERENCES:

Contact Details: contact person of the practice (name, e-mail, ...)

Fernando Serra (gab.presidencia@ccdr-alg.pt)

Contact Details: person compiling this form (name, e-mail, ...)

OTHER RELEVANT INFO

1. Name of the organisation owner or in charge of the practice

Algarve Coordination and Regional Development Commission (CCDR Algarve)

2. Region/country where the practice takes place

Algarve/Portugal

3. Title of the case/practice

Internationalisation Voucher

4. Website (If available)

<https://algarve2020.pt/info/>

5. Description of the case/practice (around 2000-2500 characters)

The objective of this tender is to support the development and application of new business models for SMEs, especially in relation to internationalization (Investment Priority (PI) 3.2) through simplified internationalization projects aimed at promoting business diagnostics, identifying internationalization opportunities at the level of products/services and associated markets, and appropriate marketing strategies, namely by enabling evolution in the value chain, including technical assistance to enable the immediate implementation of marketing decisions and initial exploration activities in external markets.

The beneficiaries of the aid provided for in this invitation to tender are SME undertakings of whatever nature and in any legal form which meet the criteria for access and eligibility set out below:

- Company legally constituted;
- Have the tax and tax situation regularized;
- They may legally develop activities in the territory covered by the OP;
- Possess, or be able to ensure, up to the approval of the application, the technical, physical and financial resources and human resources necessary for the development of the operation;
- Present a balanced economic-financial situation or have the ability to finance the operation.
- Correspond to a company with at least 3 jobs, existing at the date of the application;

- Demonstrate having installed capacity to develop international activity;
- Do not have other applications approved or in the decision phase in the investment typology "Internationalization of SMEs";
- Consult at least two accredited entities for internationalisation services;
- Not having started its internationalization process or, having already started, not registering export activity in the last 12 months prior to the application date;
- Commit to submit information, evaluating the service provided by the respective accredited entity.

The expenditures considered eligible are:

- In the diagnostics of opportunities component, the services related to:

I. Identification of binomial products | services versus markets that represent internationalization opportunities;

II. Product adjustment needs | services and business models (including distribution channels);

III. Diagnosis of opportunities of evolution of the company in the value chain;

IV. Need for adjustments of digital communication strategies.

- In the technical assistance component for the implementation of short-term recommendations, services related to:

I. Prospecting visits and attracting new clients in foreign markets;

II. Prospecting visits to international fairs;

III. Invitations to importers' missions for supply knowledge.

The maximum support to be granted is € 15,000 per project for the opportunity diagnostics component and for the technical assistance component for the implementation of the short-term recommendation. The funding rate is **75% of eligible expenses**, a non-refundable allowance.

5.1. Duration (start-end)

2014-2020

5.2. Goals

The purpose of this call for tenders is to expand the export base, increasing the number of new exporters, or increasing the volume of international sales companies that already export, by granting incentives to projects that:

- Reinforce the entrepreneurial capacity of SMEs to internationalization, with a view to promoting increased exports through the development and application of new business models and SME qualification processes for internationalization, valuing the intangible factors of competitiveness, allowing enhancing the increase of its base and exporting capacity.

5.3. Partners involved

SMEs

5.4. Total cost of the practice

250.000€/per call of tender

6. Why do you think this could be a good practice?

The Internationalisation Voucher is considered a good practice by providing the funding needed to SMEs acquire services dedicated to internationalisation. It is a funding mechanism that derives and operationalizes the Regional Operational Program in terms of internationalization, enabling SMEs to strengthen their internationalization capacity and skills in a short-term approach. Is an instrument fully dedicated to increase the SMEs capacity to gain knowledge about new markets and to reach them in a short term.

7. Type of practice (multiple response)

POLICY/REGULATION	
<input checked="" type="checkbox"/>	policy + successful implementation
<input type="checkbox"/>	observatory/benchmarking/monitoring the SME Internalisation activities
<input type="checkbox"/>	dissemination (please specify)
<input type="checkbox"/>	event/festival
FUNDING	
<input checked="" type="checkbox"/>	funding measure
<input type="checkbox"/>	financial measure (e.g. tax relief, grant for exports, etc)
<input type="checkbox"/>	investment attraction measure
KNOWLEDGE & INNOVATION	
<input type="checkbox"/>	entrepreneur training, coaching, mentoring, consultancy
<input checked="" type="checkbox"/>	access to knowledge
<input type="checkbox"/>	technology transfer
<input type="checkbox"/>	open innovation
<input type="checkbox"/>	cross-sectoral networking
MARKET	
<input checked="" type="checkbox"/>	internationalisation (e.g. creation of international partnerships, access to foreign markets, ...)
<input type="checkbox"/>	cluster development
<input type="checkbox"/>	incubator/ promotion of start-up
<input checked="" type="checkbox"/>	networking, matchmaking, ...
OTHER (please specify)	
<input type="checkbox"/>	
<input type="checkbox"/>	
<input type="checkbox"/>	

8. How does the practice support and help enhance the SME Internalisation?

<p>By supporting, directly through funding, the following activities:</p> <ul style="list-style-type: none"> - Identification of binomial products services versus markets that represent internationalization opportunities; - Product adjustment needs services and business models (including distribution channels);
--

- Diagnosis of opportunities of evolution of the company in the value chain;
- Need for adjustments of digital communication strategies.
- Prospecting visits and attracting new clients in foreign markets;
- Prospecting visits to international fairs;
- Invitations to importers' missions for supply knowledge.

9. Which problems/challenges/needs is the practice addressing? Please tick the appropriate objectives (multiple response)³

Challenges	OBJECTIVES	Tick where appropriate
Human Resources / Managerial Capacity	Export coaching course	
	Incentives to foster internationalization activity	X
	Exports forums	
	Improving interregional technology transfer bodies and mechanisms	
	Trade visits	X
	Internationalization/Export Academies	
	Other: please specify	
SME Internalization support infrastructure and services	Developing technology incubators	
	Developing technology parks	
	Market research support	X
	Export/Internalization observatory facilities	
	IPR support/ Institutional protection of intellectual property	
	Account management support	
	Developing technology centres/competence centres/applied research centres as a key tool for competitive improvement in businesses	
	Diversifying and specializing technology centres and services	
	High level consultancy support (eg advisors who help innovative SMEs to boost R&D output and identify adaptations that might make a product suitable for new overseas markets)	

³ Based on OECD report on ' Top Barriers and Drivers to SME Internalization'



European Union
European Regional
Development Fund



	Other : please specify	
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Financing	Insurance solutions & risk management (e.g. covering of exporters and foreign buyers of exports against commercial and political risks of non-payment)	
	Financing short-term exports	
	Pre-Shipment financing	
	Post-Shipment financing	
	Loans	
	Credit guarantee scheme	
	Funding/grants for recruitment of advisors, researchers, accountants	
	Funding to attend international trade events and exhibitions	X
	Grants to support any stage of the internationalization activity	X
	Other: please specify	
Information provision and networking	Improving interregional technology transfer bodies and mechanisms	
	Creation of thematic critical masses and cluster development	
	Establishing interregional innovative business clusters and mega-clusters	
	Fostering the transferability of innovative technologies overseas	
	Export promotional activities/marketing	
	Regularly updated analysis reports on foreign markets	
	Trade missions	
	Partner search & alliances	
	One stop customer centre to assist SME exporters with foreign market information and contacts	
	Trade centres abroad (that can offer market research information, trade fair support etc)	
	Market intelligence services	
	Other: please specify	
Indirect actions: proactive measures to stimulate SME internationalisation	Venture capital funds that finance innovative and high-growth companies	
	Public funding schemes for start-ups	X
	Improvement of technological capabilities of export-oriented SMEs	
	Other : please specify	

10. Source of funding (multiple response)

<input checked="" type="checkbox"/>	regional funds
<input type="checkbox"/>	national funds
<input type="checkbox"/>	EU funds – H2020
<input type="checkbox"/>	EU funds – ERDF
<input type="checkbox"/>	EU funds – other (please specify)
<input type="checkbox"/>	private funding (self-financed)
<input type="checkbox"/>	private (e.g. financed by business angels)
<input type="checkbox"/>	crowdsourcing
<input type="checkbox"/>	other (please specify)

11. Focus (choose the most relevant one)

<input checked="" type="checkbox"/>	focused on the SME Internalisation
<input type="checkbox"/>	focused on SME support sector
<input type="checkbox"/>	focused on sector specific SME Internalisation
<input type="checkbox"/>	focused on other sector (please specify)

11. Is the practice linked to a specific policy? Please add a short description of the policy and its link to the strategy/programme here.

CRESC Algarve 2020 is the policy instrument that combines the strategic guidelines of RIS3 with the financial instruments for the Algarve towards 2020. It is structured in 5 main topics for intervention:

1. Innovation and diversification - Expand the business economic base, increasing employment and the enhancement of endogenous resources;
2. International Competitiveness - Strengthen the value chains of consolidated and emerging activities identified by the regional RIS3. Create conditions for the enhancement of international position of the region and the increase of the production of tradable goods and services;
3. Territorial Value - Strengthen the regional identity and enhance the natural resources of excellence. Create conditions for the emergence of innovation in green economy, improve energy efficiency and training and rational use of resources;

4. Cohesion and Inclusion - Reduce disparities and existing territorial imbalances, while ensuring a less fragmented territory and a coherent and competitive urban network, capable of stimulating the toughening of the economy;

5. Capacity Building for Employability - Adjust and refocus regional skills for employability and create conditions for the emergence of creative and innovative responses, whether in specialized or advanced offerings. Strengthen regional leadership and empowering partnerships, strengthening the representation in national or international networks.

The presented GP is directly linked with the policy instrument, through the operationalisation of the Priority Axis 2 - Supporting Internationalization and Business Competitiveness and Qualified Entrepreneurship, as follows:

- Encouraging qualified entrepreneurship as a tool for promoting innovation, and diversification of the regional production base.
- Increase competitiveness and external awareness of products, and companies of regional RIS3 sectors, to promote internationalization and export.
- To improve the competitiveness of enterprises and stimulate business investment, particularly in the context of RIS3 sectors.

Link: http://poalgarve21.ccdr-alg.pt/site/sites/poalgarve21.ccdr-alg.pt/files/2014-2020/po_crescalgarve_2014-2020.pdf

12. If this practice is not focused on the SME Internationalisation, why do you think it is applicable in this field?

N/A

13. Geographical focus (choose one answer)

	local
	regional
	national
X	European
X	international

14. Actors involved in the practice (multiple response)

	regional government
	national government
	development agency
	university or research institution
X	SME, enterprises
	association of enterprises/professionals
	other (please specify)

15. Outputs: direct consequences of the practice. Depending on the practice goals, please provide quantitative indicators that are available for your practice. Some examples are listed below:

QUANTITATIVE INDICATOR	TIMEFRAME (during which time?)	INFO SOURCE (if available)
<i>50 projects approved</i>	<i>2014-2017</i>	
<i>700.000€ approved</i>	<i>2014-2017</i>	

16. Please state if this practice is transferable in terms of:

	organisational model / implementation process
	specific tools (e.g. training, financial support, ...)
X	policy making process
	definition of financial feasibility
	methodology for the assessment of the problem to be address
	methodology for the involvement of the targeted stakeholders
	risk management strategy involved

	exit strategy involved
	review and maintenance methodology
X	metrics for the evaluation of the implementation process
	marketing strategy
	other (please specify)

17. List main success factors referred to the context where the practice took place

SUCCESS FACTOR DESCRIPTION	IS THE SUCCESS FACTOR RELEVANT FOR TRANSFERABILITY IN A DIFFERENT LOCAL CONTEXT?	
<i>e.g. efficient laws on public support of enterprises.</i> <i>Region AAA is committed in SME Internationalisation support thanks to a Competitiveness Plan (www.region.aa.com)</i>	X	Very relevant
		Relevant
		Party relevant
		Not relevant
<i>e.g. positive perception of public funding mechanisms</i>	X	Very relevant
		Relevant
		Party relevant
		Not relevant
<i>e.g. social capital and competent HR available</i>		Very relevant
		Relevant
	X	Party relevant
		Not relevant
<i>e.g. strong training organisation already existing on the area</i>		Very relevant
		Relevant
		Party relevant
	X	Not relevant

18. Further materials and reference available (paper, PPT, information sheet, leaflet, video, press releases, articles, blogs, photos,...). Please list and enclose



19. REFERENCES:

Contact Details: contact person of the practice (name, e-mail, ...)

Fernando Serra (gab.presidencia@ccdr-alg.pt)

Contact Details: person compiling this form (name, e-mail, ...)

OTHER RELEVANT INFO

1. Name of the organisation owner or in charge of the practice

Algarve Coordination and Regional Development Commission (CCDR Algarve)

2. Region/country where the practice takes place

Algarve/Portugal

3. Title of the case/practice

Support Incentives to Collective Actions - Internationalisation

4. Website (If available)

<https://algarve2020.pt/info/>

5. Description of the case/practice (around 2000-2500 characters)

Support Incentives to Collective Actions is complementary to the upstream and downstream of the incentive system that is directly oriented to companies and aims to boost their results and create or improve the surrounding conditions, with particular emphasis on those associated with intangible factors of competitiveness of collective nature, which materialize in the availability of collective or public goods capable of inducing drag effects on the economy.

The projects covered by this instrument must, cumulatively, ensure the following conditions:

- To demonstrate a collective, comprehensive and non-discriminatory nature that can respond to the common risks and opportunities of a broad range of companies;
- Ensure the wide publicity of its results, complemented by demonstration and dissemination actions;
- Ensure the free and universal availability of all goods and services produced, without any particular benefit to any entity.

Are susceptible to support individual or cooperation projects that integrate the following typologies:

- Prospecting, knowledge and access to new markets;
- Collaborative processes of internationalization, knowledge sharing and training for internationalization;
- Integrated international promotion of goods and services.

The target of this measure is non-business entities, presenting individual projects or in consortium, with a maximum funding rate of 80%.

5.1. Duration (start-end)

2014-2020

5.2. Goals

The purpose of this call for tenders is to expand the export base, increasing the number of new exporters, or increasing the volume of international sales companies that already export, by granting incentives to projects that intend to:

- Prospect new markets
- Share knowledge and provide training for internationalization
- Integrated international promotion of goods and services.

5.3. Partners involved

Business associations; public entities and agencies; Not for profit private entities

5.4. Total cost of the practice

500.000€/per call of tender

6. Why do you think this could be a good practice?

The Support Incentives to Collective Actions – Internationalisation is the only instrument available to empower intermediate entities with funding to develop intangible tools and methodologies to support directly SMEs in the internationalisation process. This is one of the instruments that the Regional Operational Program has available to support the internationalisation and to increase the competitiveness of the region.

7. Type of practice (multiple response)

POLICY/REGULATION	
<input checked="" type="checkbox"/>	policy + successful implementation
<input type="checkbox"/>	observatory/benchmarking/monitoring the SME Internalisation activities
<input type="checkbox"/>	dissemination (please specify)
<input type="checkbox"/>	event/festival
FUNDING	
<input checked="" type="checkbox"/>	funding measure
<input type="checkbox"/>	financial measure (e.g. tax relief, grant for exports, etc)
<input type="checkbox"/>	investment attraction measure
KNOWLEDGE & INNOVATION	
<input type="checkbox"/>	entrepreneur training, coaching, mentoring, consultancy
<input checked="" type="checkbox"/>	access to knowledge
<input type="checkbox"/>	technology transfer
<input type="checkbox"/>	open innovation
<input checked="" type="checkbox"/>	cross-sectoral networking
MARKET	
<input checked="" type="checkbox"/>	internationalisation (e.g. creation of international partnerships, access to foreign markets, ...)
<input type="checkbox"/>	cluster development
<input type="checkbox"/>	incubator/ promotion of start-up
<input checked="" type="checkbox"/>	networking, matchmaking, ...
OTHER (please specify)	
<input type="checkbox"/>	
<input type="checkbox"/>	
<input type="checkbox"/>	

8. How does the practice support and help enhance the SME Internalisation?

<p>By supporting, directly through funding, the following activities:</p> <ul style="list-style-type: none"> - Prospect new markets - Share knowledge and provide training for internationalization - Integrated international promotion of goods and services

9. Which problems/challenges/needs is the practice addressing? Please tick the appropriate objectives (multiple response)⁴

Challenges	OBJECTIVES	Tick where appropriate
Human Resources / Managerial Capacity	Export coaching course	
	Incentives to foster internationalization activity	X
	Exports forums	
	Improving interregional technology transfer bodies and mechanisms	
	Trade visits	X
	Internationalization/Export Academies	
	Other: please specify	
SME Internalization support infrastructure and services	Developing technology incubators	
	Developing technology parks	
	Market research support	X
	Export/Internalization observatory facilities	
	IPR support/ Institutional protection of intellectual property	
	Account management support	
	Developing technology centres/competence centres/applied research centres as a key tool for competitive improvement in businesses	
	Diversifying and specializing technology centres and services	
	High level consultancy support (eg advisors who help innovative SMEs to boost R&D output and identify adaptations that might make a product suitable for new overseas markets)	
	Other : please specify	

⁴ Based on OECD report on ‘ Top Barriers and Drivers to SME Internalization’

Financing	Insurance solutions & risk management (e.g. covering of exporters and foreign buyers of exports against commercial and political risks of non-payment)	
	Financing short-term exports	
	Pre-Shipment financing	
	Post-Shipment financing	
	Loans	
	Credit guarantee scheme	
	Funding/grants for recruitment of advisors, researchers, accountants	
	Funding to attend international trade events and exhibitions	X
	Grants to support any stage of the internationalization activity	X
	Other: please specify	
Information provision and networking	Improving interregional technology transfer bodies and mechanisms	
	Creation of thematic critical masses and cluster development	
	Establishing interregional innovative business clusters and mega-clusters	
	Fostering the transferability of innovative technologies overseas	
	Export promotional activities/marketing	
	Regularly updated analysis reports on foreign markets	
	Trade missions	
	Partner search & alliances	
	One stop customer centre to assist SME exporters with foreign market information and contacts	
	Trade centres abroad (that can offer market research information, trade fair support etc)	
	Market intelligence services	
	Other: please specify	
Indirect actions: proactive measures to stimulate SME internationalisation	Venture capital funds that finance innovative and high-growth companies	
	Public funding schemes for start-ups	X
	Improvement of technological capabilities of export-oriented SMEs	
	Other : please specify	

10. Source of funding (multiple response)

<input checked="" type="checkbox"/>	regional funds
<input type="checkbox"/>	national funds
<input type="checkbox"/>	EU funds – H2020
<input type="checkbox"/>	EU funds – ERDF
<input type="checkbox"/>	EU funds – other (please specify)
<input type="checkbox"/>	private funding (self-financed)
<input type="checkbox"/>	private (e.g. financed by business angels)
<input type="checkbox"/>	crowdsourcing
<input type="checkbox"/>	other (please specify)

11. Focus (choose the most relevant one)

<input checked="" type="checkbox"/>	focused on the SME Internalisation
<input type="checkbox"/>	focused on SME support sector
<input type="checkbox"/>	focused on sector specific SME Internalisation
<input type="checkbox"/>	focused on other sector (please specify)

11. Is the practice linked to a specific policy? Please add a short description of the policy and its link to the strategy/programme here.

CRESC Algarve 2020 is the policy instrument that combines the strategic guidelines of RIS3 with the financial instruments for the Algarve towards 2020. It is structured in 5 main topics for intervention:

1. Innovation and diversification - Expand the business economic base, increasing employment and the enhancement of endogenous resources;
2. International Competitiveness - Strengthen the value chains of consolidated and emerging activities identified by the regional RIS3. Create conditions for the enhancement of international position of the region and the increase of the production of tradable goods and services;
3. Territorial Value - Strengthen the regional identity and enhance the natural resources of excellence. Create conditions for the emergence of innovation in green economy, improve energy efficiency and training and rational use of resources;

4. Cohesion and Inclusion - Reduce disparities and existing territorial imbalances, while ensuring a less fragmented territory and a coherent and competitive urban network, capable of stimulating the toughening of the economy;

5. Capacity Building for Employability - Adjust and refocus regional skills for employability and create conditions for the emergence of creative and innovative responses, whether in specialized or advanced offerings. Strengthen regional leadership and empowering partnerships, strengthening the representation in national or international networks.

The presented GP is directly linked with the policy instrument, through the operationalisation of the Priority Axis 2 - Supporting Internationalization and Business Competitiveness and Qualified Entrepreneurship, as follows:

- Encouraging qualified entrepreneurship as a tool for promoting innovation, and diversification of the regional production base.
- Increase competitiveness and external awareness of products, and companies of regional RIS3 sectors, to promote internationalization and export.
- To improve the competitiveness of enterprises and stimulate business investment, particularly in the context of RIS3 sectors.

Link: http://poalgarve21.ccdr-alg.pt/site/sites/poalgarve21.ccdr-alg.pt/files/2014-2020/po_crescalgarve_2014-2020.pdf

12. If this practice is not focused on the SME Internationalisation, why do you think it is applicable in this field?

N/A

13. Geographical focus (choose one answer)

	local
	regional
	national
X	European
X	international

14. Actors involved in the practice (multiple response)

	regional government
	national government
	development agency
	university or research institution
X	SME, enterprises
	association of enterprises/professionals
	other (please specify)

15. Outputs: direct consequences of the practice. Depending on the practice goals, please provide quantitative indicators that are available for your practice. Some examples are listed below:

QUANTITATIVE INDICATOR	TIMEFRAME (during which time?)	INFO SOURCE (if available)
<i>6 approved projects</i>	<i>2014-2017</i>	
More than 2.000.000€ approved	<i>2014-2017</i>	

16. Please state if this practice is transferable in terms of:

	organisational model / implementation process
	specific tools (e.g. training, financial support,)
X	policy making process
	definition of financial feasibility
	methodology for the assessment of the problem to be address
	methodology for the involvement of the targeted stakeholders

	risk management strategy involved
	exit strategy involved
	review and maintenance methodology
X	metrics for the evaluation of the implementation process
	marketing strategy
	other (please specify)

17. List main success factors referred to the context where the practice took place

SUCCESS FACTOR DESCRIPTION	IS THE SUCCESS FACTOR RELEVANT FOR TRANSFERABILITY IN A DIFFERENT LOCAL CONTEXT?	
<i>e.g. efficient laws on public support of enterprises.</i> <i>Region AAA is committed in SME Internationalisation support thanks to a Competitiveness Plan (www.region.aa.com)</i>	X	Very relevant
		Relevant
		Party relevant
		Not relevant
<i>e.g. positive perception of public funding mechanisms</i>	X	Very relevant
		Relevant
		Party relevant
		Not relevant
<i>e.g. social capital and competent HR available</i>		Very relevant
		Relevant
	X	Party relevant
		Not relevant
<i>e.g. strong training organisation already existing on the area</i>		Very relevant
		Relevant
		Party relevant
	X	Not relevant

18. Further materials and reference available (paper, PPT, information sheet, leaflet, video, press releases, articles, blogs, photos,...). Please list and enclose



19. REFERENCES:

Contact Details: contact person of the practice (name, e-mail, ...)

Fernando Serra (gab.presidencia@ccdr-alg.pt)

Contact Details: person compiling this form (name, e-mail, ...)

OTHER RELEVANT INFO

1. Name of the organisation owner or in charge of the practice

Young Entrepreneurs National Association (ANJE Algarve)

2. Region/country where the practice takes place

National/Portugal

3. Title of the case/practice

Internationalisation Business Bootcamp

4. Website (If available)

<http://www.anje.pt/portal/anje-os-desafios-da-expansao-no-bootcamp-empresarial-de-internacionalizacao--2?page=311>

5. Description of the case/practice (around 2000-2500 characters)

ANJE is a public interest association under private law and, since 1986, it has been institutionally representing young Portuguese entrepreneurs. Its aim is to satisfy common interests and to make its companies more dynamic. To this end, its main areas of activity are training, entrepreneurship support, business incubation/acceleration and the creation of business associations.

With around 5,500 associates, over fifty employees, ten operating areas and several regional centres (North, Centre, Lisbon and Tagus Valley, the Alentejo and the Algarve), ANJE is a pioneering association in the defence of young entrepreneurs and the promotion of young entrepreneurship. It has a prestigious reputation in Portuguese society, political influence with public decision-makers and a stimulating intervention into the business fabric.

The expansion of cross-border business presents challenges for companies in the strategic and financial spheres. In this sense, the "Internationalization Business Bootcamp" presents a program of lectures and roundtables to clarify the entrepreneurs about the specific needs associated with the presence in new markets.

The Internationalization Business Bootcamp occurs every year since 2012 and is dedicated to entrepreneurs that are considering to reach new markets and to develop/implement an internationalisation strategy. This initiative consists in a full day program, lectured by experts in internationalisation, dedicated to analyse the following themes:

- Approach and Prospecting: Different Paths to Entering a Market
- Brand Protection in export/internationalization process.
- Key tools and banking operations to be used in international trade
- Steps to an internationalization strategy
- Internationalization - risks and barriers

Besides the lectures and roundtables, the program contains also networking moments.

Through the Internationalization Business Bootcamp, entrepreneurs gain knowledge on:

- Different approaches and strategies for internationalization;
- Identification of essential tools to enhance the success of international operations;
- Case-studies.

Since 2012, this initiative had the participation of **466 entrepreneurs** as follows:

2012 – 90 participants

2013 – 117 participants

2014 – 82 participants

2015 – 54 participants

2016 – 62 participants

2017 – 61 participants

For ANJE associates, this initiative has a cost of 30,00€ and for general public 50,00€.

5.1. Duration (start-end)

Since 2012 in a yearly basis.

5.2. Goals

To train entrepreneurs about the specific needs associated with the presence in new markets, more specifically:

- Identification of trends;
- Risk forecast;
- Preparation of internationalization strategies.

5.3. Partners involved

Chamber of Commerce and Portuguese Industry

5.4. Total cost of the practice

N.A.

6. Why do you think this could be a good practice?

Giving the almost absence of training in internationalisation, this initiative constitute almost an exclusive opportunity to entrepreneurs gain knowledge about the internationalisation process and the tools available in order to develop/implement the company's internationalisation strategy. The costs for participating are not so high and the program addresses the main factors to have in consideration when a company need to reach new markets.

7. Type of practice (multiple response)

POLICY/REGULATION	
<input type="checkbox"/>	policy + successful implementation
<input type="checkbox"/>	observatory/benchmarking/monitoring the SME Internalisation activities
<input type="checkbox"/>	dissemination (please specify)
<input type="checkbox"/>	event/festival
FUNDING	
<input type="checkbox"/>	funding measure
<input type="checkbox"/>	financial measure (e.g. tax relief, grant for exports, etc)
<input type="checkbox"/>	investment attraction measure
KNOWLEDGE & INNOVATION	
<input checked="" type="checkbox"/>	entrepreneur training, coaching, mentoring, consultancy
<input checked="" type="checkbox"/>	access to knowledge
<input type="checkbox"/>	technology transfer
<input type="checkbox"/>	open innovation
<input checked="" type="checkbox"/>	cross-sectoral networking
MARKET	
<input checked="" type="checkbox"/>	internationalisation (e.g. creation of international partnerships, access to foreign markets, ...)
<input type="checkbox"/>	cluster development
<input type="checkbox"/>	incubator/ promotion of start-up
<input checked="" type="checkbox"/>	networking, matchmaking, ...
OTHER (please specify)	
<input type="checkbox"/>	
<input type="checkbox"/>	
<input type="checkbox"/>	

8. How does the practice support and help enhance the SME Internalisation?

<p>By providing training to entrepreneurs about the specific needs associated with the presence in new markets:</p> <ul style="list-style-type: none"> - Identification of trends; - Risk forecast; - Preparation of internationalization strategies.
--

9. Which problems/challenges/needs is the practice addressing? Please tick the appropriate objectives (multiple response)⁵

Challenges	OBJECTIVES	Tick where appropriate
Human Resources / Managerial Capacity	Export coaching course	
	Incentives to foster internationalization activity	
	Exports forums	
	Improving interregional technology transfer bodies and mechanisms	
	Trade visits	
	Internationalization/Export Academies	X
	Other: please specify	
SME Internalization support infrastructure and services	Developing technology incubators	
	Developing technology parks	
	Market research support	
	Export/Internalization observatory facilities	
	IPR support/ Institutional protection of intellectual property	
	Account management support	
	Developing technology centres/competence centres/applied research centres as a key tool for competitive improvement in businesses	
	Diversifying and specializing technology centres and services	
	High level consultancy support (eg advisors who help innovative SMEs to boost R&D output and identify adaptations that might make a product suitable for new overseas markets)	
	Other : please specify	

⁵ Based on OECD report on ‘ Top Barriers and Drivers to SME Internalization’

Financing	Insurance solutions & risk management (e.g. covering of exporters and foreign buyers of exports against commercial and political risks of non-payment)	
	Financing short-term exports	
	Pre-Shipment financing	
	Post-Shipment financing	
	Loans	
	Credit guarantee scheme	
	Funding/grants for recruitment of advisors, researchers, accountants	
	Funding to attend international trade events and exhibitions	
	Grants to support any stage of the internationalization activity	
	Other: please specify	
Information provision and networking	Improving interregional technology transfer bodies and mechanisms	
	Creation of thematic critical masses and cluster development	X
	Establishing interregional innovative business clusters and mega-clusters	
	Fostering the transferability of innovative technologies overseas	
	Export promotional activities/marketing	X
	Regularly updated analysis reports on foreign markets	
	Trade missions	
	Partner search & alliances	
	One stop customer centre to assist SME exporters with foreign market information and contacts	
	Trade centres abroad (that can offer market research information, trade fair support etc)	
	Market intelligence services	
Other: please specify		
Indirect actions: proactive measures to stimulate SME internationalisation	Venture capital funds that finance innovative and high-growth companies	
	Public funding schemes for start-ups	
	Improvement of technological capabilities of export-oriented SMEs	
	Other : please specify	

10. Source of funding (multiple response)

	regional funds
	national funds
	EU funds – H2020
	EU funds – ERDF
	EU funds – other (please specify)
X	private funding (self-financed)
	private (e.g. financed by business angels)
	crowdsourcing
	other (please specify)

11. Focus (choose the most relevant one)

X	focused on the SME Internalisation
	focused on SME support sector
	focused on sector specific SME Internalisation
	focused on other sector (please specify)

11. Is the practice linked to a specific policy? Please add a short description of the policy and its link to the strategy/programme here.

<p>CRESC Algarve 2020 is the policy instrument that combines the strategic guidelines of RIS3 with the financial instruments for the Algarve towards 2020. It is structured in 5 main topics for intervention:</p> <ol style="list-style-type: none"> 1. Innovation and diversification - Expand the business economic base, increasing employment and the enhancement of endogenous resources; 2. International Competitiveness - Strengthen the value chains of consolidated and emerging activities identified by the regional RIS3. Create conditions for the enhancement of international position of the region and the increase of the production of tradable goods and services; 3. Territorial Value - Strengthen the regional identity and enhance the natural resources of excellence. Create conditions for the emergence of innovation in green economy, improve energy efficiency and training and rational use of resources;
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4. Cohesion and Inclusion - Reduce disparities and existing territorial imbalances, while ensuring a less fragmented territory and a coherent and competitive urban network, capable of stimulating the toughening of the economy;

5. Capacity Building for Employability - Adjust and refocus regional skills for employability and create conditions for the emergence of creative and innovative responses, whether in specialized or advanced offerings. Strengthen regional leadership and empowering partnerships, strengthening the representation in national or international networks.

Link: http://poalgarve21.ccdr-alg.pt/site/sites/poalgarve21.ccdr-alg.pt/files/2014-2020/po_crescalgarve_2014-2020.pdf

12. If this practice is not focused on the SME Internationalisation, why do you think it is applicable in this field?

N/A

13. Geographical focus (choose one answer)

<input type="checkbox"/>	local
<input type="checkbox"/>	regional
<input type="checkbox"/>	national
<input checked="" type="checkbox"/>	European
<input checked="" type="checkbox"/>	international

14. Actors involved in the practice (multiple response)

<input type="checkbox"/>	regional government
<input type="checkbox"/>	national government
<input type="checkbox"/>	development agency
<input type="checkbox"/>	university or research institution
<input checked="" type="checkbox"/>	SME, enterprises
<input checked="" type="checkbox"/>	association of enterprises/professionals
<input type="checkbox"/>	other (please specify)

15. Outputs: direct consequences of the practice. Depending on the practice goals, please provide quantitative indicators that are available for your practice. Some examples are listed below:

QUANTITATIVE INDICATOR	TIMEFRAME (during which time?)	INFO SOURCE (if available)
<i>Nr. of Entrepreneurs</i>	<i>2012-2017</i>	<i>ANJE</i>

16. Please state if this practice is transferable in terms of:

	organisational model / implementation process
X	specific tools (e.g. training, financial support,)
	policy making process
	definition of financial feasibility
	methodology for the assessment of the problem to be address
	methodology for the involvement of the targeted stakeholders
	risk management strategy involved
	exit strategy involved
	review and maintenance methodology
	metrics for the evaluation of the implementation process
	marketing strategy
	other (please specify)

17. List main success factors referred to the context where the practice took place

SUCCESS FACTOR DESCRIPTION	IS THE SUCCESS FACTOR RELEVANT FOR TRANSFERABILITY IN A DIFFERENT LOCAL CONTEXT?	
<i>e.g. efficient laws on public support of enterprises.</i> <i>Region AAA is committed in SME Internationalisation support thanks to a Competitiveness Plan (www.region.aa.com)</i>	X	Very relevant
		Relevant
		Party relevant
		Not relevant
<i>e.g. positive perception of public funding mechanisms</i>		Very relevant
		Relevant
		Party relevant
		Not relevant
<i>e.g. social capital and competent HR available</i>		Very relevant
		Relevant
	X	Party relevant
		Not relevant
<i>e.g. strong training organisation already existing on the area</i>		Very relevant
		Relevant
		Party relevant
	X	Not relevant

18. Further materials and reference available (paper, PPT, information sheet, leaflet, video, press releases, articles, blogs, photos,...). Please list and enclose

19. REFERENCES:

Contact Details: contact person of the practice (name, e-mail, ...)



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Contact Details: person compiling this form (name, e-mail, ...)

OTHER RELEVANT INFO