

EIS - Everywhere International SMEs

Action Plan by

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Content

1.	Policy context.....	4
1.1	Aim of the Action Plan	4
1.2	Peer Review Summary of reviewed measure	4
1.2.1	Policy instrument	4
1.2.2	Measure	5
1.2.3	SWOT analysis	7
2.	Context of the Proposed Actions	9
2.1	The link of CDR's Action Plan with the GlobalEIS Tool.....	9
3.	Action 1: GOING GLOBAL? Diagnostic	10
3.1	Background	10
3.1.1	Link with to interregional learning.....	10
3.1.2	GOING GLOBAL? Diagnostic guideline for screening SMEs	10
3.2	Action	11
3.2.1	Objectives.....	11
3.2.2	Target group.....	11
3.2.3	Content	12
3.3	Partners/Players involved	12
3.4	Timeframe.....	12
3.5	Costs.....	13
3.6	Funding sources	13
3.7	Impact expected	13
4.	Action 2: GlobalEIS Mapping of regional support service portfolio.....	14

4.1	Background	14
4.1.1	Link with to interregional learning.....	14
4.2	Action	14
4.2.1	Objectives.....	14
4.2.2	Target group.....	14
4.2.3	Content	14
4.3	Partners/Players involved.....	16
4.4	Timeframe.....	16
4.5	Costs.....	16
4.6	Funding sources	16
4.7	Impact expected	17
5.	Action 3: Amended Programme for Export and Internationalisation.....	18
5.1	The Background	18
5.2	Action	19
5.2.1	Objectives.....	19
5.2.2	Target group.....	19
5.2.3	Content	19
5.3	Partners/Players involved.....	21
5.4	Timeframe.....	21
5.5	Costs.....	21
5.6	Funding sources	22
5.7	Impact expected	22



1. Policy context

1.1 Aim of the Action Plan

The Action Plan aims to impact:

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

Name of the policy instrument addressed:

Structural Fund programme – ERDF Operational Programme for Denmark,
Investment priority 3 (d) Supporting the capacity of SME's to engage in growth

1.2 Peer Review Summary of reviewed measure

1.2.1 Policy instrument

The policy instrument is a Structural Fund programme – *ERDF Operational Programme for Denmark, Investment priority 3 (d) Supporting the capacity of SME's to engage in growth.*

The specific target of the policy instrument is to increase the number of growth SMEs by enhancing the competitiveness of SMEs through developing and implementing new business models for SMEs, in particular with regard to internationalisation.

Increased internationalisation can strengthen the SME's growth potential by assisting them in gaining access to new and bigger markets and by improving the SME's knowledge. Focus in the regional policy is to identify SMEs with international growth potential and to help them grow through e.g. counselling and strategic networks. This is done through a system with both local, regional and national business support stakeholders.

Compared to other countries the number of growth SMEs in Denmark is relatively low.

1.2.2 Measure

The measure being analysed in the Peer Review is the *Programme for export and internationalization in Central Denmark Region*.

1.2.2.1 Aim and target group

The aim of the measure is to create more internationally oriented growth companies, increased export revenue and more jobs. Increased internationalisation can be a growth opportunity both for businesses that do not currently export and for established export companies which may find new opportunities in emerging markets.

The export and internationalisation potential can be released by:

- Identifying SMEs with international growth potential
- Identifying the companies' development needs and opportunities through growth maps
- Providing skills development activities focused on internationalisation and export
- Bringing together local, regional, national and international players in a strong, cohesive export mobilisation drive
- Promoting the use of professional, international partners, consultants and networks in foreign markets, tailored to the companies' needs

The programme's target audience is SMEs of up to 250 employees, which carry out international activities or have potential for export and internationalisation.

1.2.2.2 Measure content

The Programme for Export and Internationalisation is intended to identify SMEs with international growth potential and tap into this potential by investing in growth potential screening, guidance, market visits, etc. The activity "Screening of growth potential" is not financed by the programme, but is a part of this Peer Review, as it is a fundamental and important activity especially when it comes to finding and selecting the best SMEs for the programme and its activities. The 5 activities that are financed within the programme are shown in the figure below. The activities are suited to businesses with different levels of growth potential.



Support service 1 – Screening of growth potential

The phrase 'growth potential' indicates the company's ability and willingness to create new jobs and increase its turnover and exports. Not all companies have the same growth potential, and therefore the purpose of working with different levels of growth potential is partly to ensure the best possible match between the company's growth potential and the services offered by the region's business development system. Another key aim is to ensure that companies with high growth potential have access to more and longer-term services regardless of their location and business type.

In practice, the work with levels of growth potential means that all companies that are given advice in Business Development Centre Central Denmark are assessed and rated according to growth potential levels A, B and C. The companies with the highest growth potential are rated A. There are services available to all levels of companies.

Support service 2 – Workshops

The aim is to raise the level of competences in the SMEs in order to equip and motivate more companies to start or further develop their international activities.

Workshops give the SMEs valuable knowledge about factors such as foreign markets, trade barriers, language, communication and cultural understanding, which are all barriers for companies when it comes to entering new markets.

Support service 3 – Program for SMEs with high international potential

The aim is to help SMEs achieve an export order in a new market in a relatively short time (in most cases within 9–12 months) through development of an export strategy.

The strategy development consists in intensive training in export-oriented issues and participation in joint workshops, e.g. on go-to-market strategies. The training is carried out by external specialists. During this process the strategy is developed and the relevant market for each company is selected in cooperation with the consultant.

Support service 4 – Program with a marked visit

The purpose of the activity involving visits to the market is to familiarise the participating SMEs with the new market's customers, culture and conditions. The actual market visit will take place as a group event with the participation of about eight companies that have common interests in selected trade fairs/exhibitions, industries, markets, etc. The visit will mainly involve visiting the trade fair/exhibition/market, as well as matchmaking with selected relevant leads that have been identified in advance.

Support service 5 – Export mentor program

The purpose of the activity is to prepare the company for exporting or other international activities, or to work with internationalisation in a more structured way than hitherto.

1.2.3 SWOT analysis

The combined results of the SWOT analysis made by both CDR's Local Stakeholder Group and the EIS partners is shown below.

<p>STRENGTHS</p> <ul style="list-style-type: none"> • Coordination • "no wrong door" policy • Trust in the system • CDR has control of the measure • Economy driven by exports – sustained demand and positive governmental policy • Strong screening system • Mostly export relevant activities in the program • Fit all steps in the Six-step model • Flexible and different (individually and collectively) activities offered 	<p>WEAKNESSES</p> <ul style="list-style-type: none"> • Is "no wrong door policy" working properly/optimised • Too many "doors" • Application procedures too complicated in relation to different services • Potential duplication with other measures/agencies • Lack of support to companies with 1 or 2 employees • Different system set-up across Denmark – not transparent for the target group
<p>OPPORTUNITIES</p> <ul style="list-style-type: none"> • Business Development Centre Central Denmark as one door (formal?) • Many unexplored (new) markets • Increased focus on globalisation in general • Increase the openness of SMEs to globalisation • Sharing of measure with international partners • Export is crucial for growth • Further elaborate and develop coordination across service-providers 	<p>THREATS</p> <ul style="list-style-type: none"> • Competition among other stakeholders • Uncertainty of EU budgets and funding • Job focus – high value versus lots of low value • International instability • National policy changes • Changes in delivery structures • Administrative hassle for SMEs

2. Context of the Proposed Actions

As described in the Peer Review of CDR the regional system is offering both a screening tool for growth potential, services for SMEs as well as a national authority (Danish Business Authority), which is monitoring the impact of the services. From 2019 a decision on national level is integrating a new business support system in Denmark. Thereby, the regional level is by law not allowed to work with business development. The Programme for Export and Internationalisation, which is being amended as Action 3 in this Action Plan, will from the 1st of January 2019 be lead by the Danish Business Authority.

CDEU is a partner in the EIS project and is also partner in the Programme for Export and Internationalisation. CDEU will take over the responsibility of the Action Plan, and will depend on feedback from the project leader of the Programme for Export and Internationalisation (Business Development Center Central Denmark) or the Danish Business Authority, to follow-up on the implementation of Action 3.

The new business support system is not fully developed at the moment, and it will take a while before all partners and activities are in place. Because of this, Action 2 will not start until late 2019. After this time the system should be in place, and it will be a relevant opportunity to map stakeholders and services again. This will be an action for our LSG, where relevant stakeholders are present. This will be the point of coordination on the regional level going forward.

The new law on business support states that an on-line platform for businesses to access services is going to be developed. Action 1 will be the foundation for developing an on-line screening tool for this platform accustomed to the Danish situation and our businesses.

2.1 The link of CDR's Action Plan with the GlobaleIS Tool.

The Action plan described in Action 1 – 3 of this document is directly linked to the GlobaleIS Tool.

Action 1 and 3 are mainly dealing with the support and mentoring of SMEs (the middle circle of the GlobaleIS Tool). Action 1 is the adaptation and implementation of a screening tool for on-line use, accustomed for the Danish situation and Danish SMEs, but based on the GOING GLOBAL? Diagnostic guideline developed within the EIS project. Action 3 is the implementation of the amended Program for export and internationalisation, and is direct activities for SMEs to participate in to start exporting.

Action 2 is more related to the collaboration amongst stakeholders and mapping of the support system at regional level (the middle and outer circle of the GlobaleIS Tool).

3. Action 1: GOING GLOBAL? Diagnostic

3.1 Background

During the LSG meeting on the 19/9 2018 the GlobaleIS tool was discussed. The LSG showed great interest in applying the tool to create a common point of reference so that different initiatives can be understood and placed in relation to one another.

As has been described and mentioned above, the whole business support system is being rearranged, and a very central part of the rearrangement is that the first stop for SMEs will be a digital platform. At this digital platform there will be a self-assessment tool for SMEs which will point them towards the service which best suits their needs.

Thus, by applying the GOING GLOBAL? Diagnostic interview guideline for screening the internationalisation potential of SMEs in the context of the digital platform, the GlobaleIS tool will play an important role when it comes to the initial screening for SME in Denmark. This Action is thus viewed as a Joint Action in the EIS project. The Joint Actions are actions aimed at implementing the GlobaleIS tool into the regional context.

3.1.1 The LSG are indeed interested in seeing the GlobaleIS tool playing a central organising role in the digital platform – especially the “THINK” corner of the Global EIS tool (for comprehensive run through of the GlobaleIS tool see “GlobaleIS tool Concept paper” or a shorter run through in the tool-guide [here](#)). Moreover, the Danish Business Authority has upon being approached by CDEU about the possibility of letting the GlobaleIS tool figure as model for organising the self-assessment element at their digital platform, confirmed that they indeed could be interested in implementing the GOING GLOBAL? Diagnostic guidelines in the platform. Link with to interregional learning

The interregional learning is all tied up to the GlobaleIS tool. Either it is explained in terms of and relation to GlobaleIS tool, or the experiences gained in the interregional learning workshops has formed the tool itself.

3.1.2 GOING GLOBAL? Diagnostic guideline for screening SMEs

GOING GLOBAL? Is a guideline for screening interviews with SMEs. The idea behind is to have a structured and standardised way of screening SMEs in order to ensure the right match between SMEs’ needs and the services on offered.

Such a method has been a central part of the regional setup in Central Denmark, but the new structure and instruments being developed, needs input to this end. And as the proposed structure of the initial internationalisation setup has the GlobaleIS tool as a central part, the Joint Action - implementing the GOING GLOBAL? Diagnostic guidelines – is an obvious action to take.

The GOING GLOBAL? Diagnostic guideline or screening SMEs is described in detail from pp. 5-17 in the Joint Action paper (describing the different Joint Actions developed by the EIS Consortium). In short, it is a set of questions to be asked to the SME in question. The questions are divided in six categories. (1) Introductory questions about size, history and sector in which the company operates. (2) about the business situation. What is the Unique Selling Proposition? What is the state of their business plan? Staff in and around the company? The State of finance? What state of the Life Cycle is the company in? (3) The reason for going international. Is there a push or a pull effect? Is it market or product/service driven? (4) Where is the focus for the company. Which markets should be targeted, where and why? Which risks/possibilities are there related to this? Any specific trends, that are important? Does the company need to adapt? Capacity to deal with the required adaptations? (5) Entrance into the foreign market. Distribution channels? How to promote the product/service in the new market? Are the right budget allocated? (6) Getting the timing right. Is the timing right compared to the company's maturity? Do you have an export plan or a more comprehensive overview of the activities envisaged?

The above questions are all to be summed and a SWOT analysis taking in the key findings of the answers are made. Following that, a roadmap for the internationalisation efforts for the company is drawn up.

3.2 Action

3.2.1 Objectives

- Implement the GOING GLOBAL? Diagnostic interview guidelines for screening internationalisation potential of SMEs into the new national digital platform,
- To apply the GlobaleIS tool as the central way of making sense of the new services on offer – with a distinct focus on the "THINK"-part of the tool, and to monitor and eventually calibrate the tool and the digital platform,
- To ensure that a holistic view of the SMEs' needs is taken throughout the internationalisation process.

3.2.2 Target group

For immediate implementation of the Diagnostic guidelines into the digital platform, the main target group is the LSG and the Danish Business Authority specifically.

The final beneficiaries will be SMEs who will experience an efficient system with a coherent set of services.

3.2.3 Content

The GOING GLOBAL? Diagnostic guidelines will be discussed, monitored and applied throughout phase 2 of the EIS project and beyond..

Specific actions needed:

- A meeting/workshop between CDEU and the main stakeholders to agree on the framework that the Diagnostics guidelines will be applied to.
- To run tests on the GOING GLOBAL? Diagnostic guidelines' effectiveness with SMEs.
- To monitor, evaluate and adapt the implementation of the GOING GLOBAL? Diagnostic guidelines to maximise the effects.
- A workshop within the LSG hosted by CDEU to discuss how GOING GLOBAL? Diagnostic guidelines are best adapted to the digital platform within the discussed framework.
- Continuous contact and adaptation between the digital platform and the GlobaleIS tool.
- The mapping described below has a natural connectedness to the GOING GLOBAL? Diagnostic guidelines. The mapping will therefore be adapted to the tool.

3.3 Partners/Players involved

The main partners in this action is CDEU, LSG and the Danish Business Authorities.

3.4 Timeframe

As the process of developing the digital platform will start very soon and, in some regards, already is under way, the window to act is right in front of us.

1. The continuous contact and dialogue about the adaptation of the GlobaleIS tool and the diagnostics guidelines has already started and will continue from now (late 2018) and forward.
2. The coordination and planning of the workshop between CDEU and the Danish Business Authorities will take place early in 2019.
3. The workshop and discussion within the LSG will also take place in the first half of 2019. activities are expected to spill into the second half of 2019 as the technical implementation needs time.
4. The implementation of the GOING GLOBAL? will in 2020 be monitored by LSG and necessary adjustments made based on evaluation from users of GOING GLOBAL?

3.5 Costs

Costs will lie in the time for coordinating and preparing the workshop. And for practical arrangements around the workshop, which will be integrated into LSG meeting.

3.6 Funding sources

The development costs and the running costs of the digital platform lies outside this project. The digital platform is an initiative from the Danish Business Authority and is thus funded by them. The costs for delivering inputs and therefore the implementation and integration of the GlobaleIS tool and by extension the GOING GLOBAL? Guidelines, are held by Central Denmark EU Office (CDEU). From CDEU the costs are estimated to be around EUR 30.000. CDEU is not funded by any regional or structural funds.

3.7 Impact expected

The EIS project and the GlobaleIS tool will fundamentally ensure a starting point for the development of the new digital platform service for SMEs in Denmark. The instrument and the way it covers several aspects of SME internationalisation support ensures a solid background for the implementation of the GOING GLOBAL? Diagnostic guidelines.

4. Action 2: GlobalEIS Mapping of regional support service portfolio

4.1 Background

The Peer Review process showed a need to increase collaboration between regional stakeholders working within the areas of internationalisation of SMEs, and also reduce the competition among stakeholders.

As described in Section 2, the situation regarding business support in Central Denmark Region has changes dramatically since the start of the EIS project.

It is therefore more relevant than ever, to map the relevant stakeholders in Central Denmark, which now – maybe to a larger degree than earlier - also includes initiatives at national level, as well as support services that are present now and up-coming within the next year.

4.1.1 Link with to interregional learning

The interregional learning is all tied up to the GlobalEIS tool. Either it is explained in terms of and relation to GlobalEIS tool, or the experiences gained in the interregional learning workshops has formed the tool itself.

4.2 Action

4.2.1 Objectives

- to map the local, regional and national stakeholders working with business support related to internationalisation
- to map the support services for regional SMEs, and increase the transparency of offered services
- to increase coordination and collaboration between and among relevant stakeholder

4.2.2 Target group

For the mapping of stakeholders, and the coordination and collaboration, the target group are stakeholders like business support organisations. The most relevant stakeholders are member of our LSG, but new stakeholders, due to the change of business support system in Denmark, might become apparent.

Regarding mapping of support services, the target group are primarily SMEs, but it is also highly relevant for all stakeholders working with internationalisation of businesses.

4.2.3 Content

EIS partner CDEU will - together with our LSG - map the public stakeholders at national, regional and local levels, as well as private stakeholders working closely with public stakeholders.

A map of national, regional and local business support services will be developed by CDEU. This map will be discussed and elaborated together with the LSG.

For mapping of support services, the GlobalEIS Mapping template will be used.

GlobalEIS Mapping Template:

- title of the service;
- WHO is the provider of the service?
 - Organisation,
 - Address (in case of branch offices also more addresses)
(location of provider is important in case of large and rural geographic areas),
 - Contact person and contact details,
 - Web link to more detailed information;
- WHAT is the service about?
short textual description with key words,
no categorization of service by pre-defined service types;
- Link to single steps of the GlobalEIS Tool:
 - Shaping and Informing the target group,
 - Screening of internationalization potentials of SMEs,
 - Support and Mentoring SMEs in FOCUS
 - WHAT,
 - WHERE,
 - HOW,
 - Support and Mentoring SMEs in TIMING,
 - Mentoring and monitoring SMEs in GO INTERNATIONAL.
- Target group / type of SME:
 - SMEs with comprehensive international experiences,
 - SMEs with few experiences/"one time export",
 - SMEs with no internationalisation experiences,
 - SMEs with high internationalisation potentials like Growth Companies or Born Global,
 - SMEs with some internationalisation potentials,

- Groups of SMEs like being part of an international supply chain or cluster,

Public sector, coordination of support services.

The above mapping of stakeholders and support services will be the stepping stone for a dialogue with all stakeholders, with the goal of increasing coordination between stakeholders to start with, and with a final goal of actual collaboration among relevant stakeholders.

While the mapping is going on it is crucial to monitor and adapt the mapping questions to the reality that the different service providers are experiencing. This element should not be overlooked, as it is principal to make the mapping work in tandem with Action 1 described above.

4.3 Partners/Players involved

All members of our LSG, as well as up-coming and/or newly identified stakeholders, being part of the new business support system in Denmark.

4.4 Timeframe

1. The mapping of local, regional and national stakeholders working with business support related to internationalisation will be carried out during the spring of 2019. A meeting with the LSG will be an important part of the mapping action.
2. The mapping of support services for regional SMEs will be carried out during the autumn of 2019. A meeting with the LSG will be an important part of the mapping action as well as the ongoing dialogue with the different service providers in order to adapt the format the experienced reality.
3. During the spring of 2020 it will be discussed with the LSG how the transparency of mapped/offered support services can be increased on the regional (and possibly national-) level.
4. During 2020 it will be discussed how it is possible to increase coordination and collaboration between and among relevant stakeholder at national, regional and local levels.

4.5 Costs

Cost will be related to time for mapping of stakeholders and services.

4.6 Funding sources

The mapping will be done by Central Denmark EU Office the estimated costs of the implementation that will be covered by CDEU is EUR 15.000. CDEU is not funded by any regional or structural funds

4.7 Impact expected

The mapping of stakeholders and support services will increase the transparency for everyone working within supporting SMEs for internationalisation with the GlobaleIS tool as an appoint of reference, and will be the basis for working more closely together in the support system – for the benefit of the SMEs. Moreover, it will inform and underpin the work done in Action 1.

5. Action 3: Amended Programme for Export and Internationalisation

5.1 The Background

The Peer Review process of our Programme for Export and Internationalisation in the Central Denmark Region showed that the programme itself is covering the whole six-step model that the project started out with, and that especially the first 2 steps are very important for the SMEs to focus and increase their export and internationalisation activities.

Generally, we had very positive feedback on our programme, but there were minor suggestions by the other EIS partners on issues that could be improved. Three of these were that 1) documentation for workshops should be less and 2) more collaboration and less competition among stakeholders and 3) How do we increase SMEs openness to export/internationalisation?

1) This was mentioned as an opportunity in the SWOT made by the partners during the peer review process. Activities for SMEs with no or little export experience were also a focus point for CDR in the EIS application. In CDR it is only a small part of the SMEs that are exporting, and therefore we expect there to be a rather large potential for more SMEs to start exporting. During the peer review process there were no concrete suggestions for this area.

2) In the application for the EIS project it is mentioned, that CDR would like to increase the collaboration among stakeholders in the region, which are working within export and internationalisation of SMEs. This was supported from the partner regions during the peer review process, but no specific ideas of how to do this was mentioned.

3) The application procedure and documentation requirements are the same whether the SME is participating in a ½-day workshop or a consultant activity to thousands euro. Several partners commented during the peer review process, that it was a good idea to find ways to change this. There was a suggestion to find other ways of financing these activities. It is also a requirement from the EU Structural Funds in Denmark, Regional Fund Priority 2 that every single SME getting funding must end up with a Growth Plan resembling a business plan.

The call for a new Programme for Export and Internationalisation was launched in 2016 and the Business Development Centre Central Denmark applied for the programme. Because of some technicalities and discussions the program was not launched until May 2018. Because of this, it has been possible to amend the outline of the program to a certain extend, and the above suggested improvements have been implemented in the program. The Programme will be running from May 2018 until April 2021 (3 years). The policy instrument supporting the action is the ERDF Operational Programme for Denmark, Investment priority 3 (d) Supporting the capacity of SME's to engage in growth.

5.2 Action

5.2.1 Objectives

- Increase the number of SMEs that become aware of the potential of exporting and the possibilities for engaging in activities to exploit the export potential,
- Engage more relevant stakeholders as active partners in the new Programme for export and internationalisation,
- Decreasing the administrative documentation for SMEs participating in collective activities, by changing the finance structure within the programme.

5.2.2 Target group

The overall target group of the new Programme for export and internationalisation is SMEs (5-249 employees, turnover of less than 50 mio. euro and a minimum of 3 years in business) with a substantial export and internationalisation potential, which need important knowledge, funding or human resources to realise the potential.

Focus will be on SMEs within the Smart Specialisation Strategy of Central Denmark Region – Food, Energy and Climate, Smart Industry and Creative industry, ICT and tourism.

Concerning the second objective the target group is relevant stakeholders in CDR, who is engaging in helping SMEs to meet their export potential.

5.2.3 Content

- 1) Regarding the objective of "Increasing the number of SMEs that become aware of the potential of exporting and the possibilities for engaging in activities to exploit the export potential", the coming Programme will be offering SMEs two collective activities for free. These are:
 - a. Base camps. Base camps have the aim of given SMEs the tools to clarify and structure their own international ambition, and give the SMEs an opportunity to engage in networking with other SMEs with similar ambitions. A Base camp will last 3-4 hours and include the following issues:
 - Objective, content and expectations of the base camp
 - Tools to clarify and structure their own international ambition
 - Input from relevant stakeholders (Trade Council, Export Credit Foundation etc.)
 - Input from other SMEs who is export active
 - How to use my network
 - Information on where to get help

During the Programme period 6 base camps will be organised with 2 per year. It is expected that approximately 25 SMEs participate in each base camp, giving a total of 150 attending SMEs over the 3 year period.

SMEs for base camps are identified through advertising campaigns, an outreach effort and during the activity of growth mapping and identification of growth potential.

- b. Workshops. Workshops were also a part of the reviewed programme, and the aim is to raise the level of competences in the SMEs in order to equip and motivate more companies to start or further develop their international activities.

A workshop will last approximately 1 day, and will give the SMEs valuable knowledge about factors such as foreign markets, trade barriers, language, communication and cultural understanding, which are all barriers for SMEs when it comes to entering new markets.

During the Programme period 9 workshops will be organised with 3 per year. It is expected that approximately 15 SMEs participate in each workshop, giving a total of 135 attending SMEs over the 3 year period.

SMEs for workshops are identified through their participation in base camps, advertising campaigns, an outreach effort and during the activity of growth mapping and identification of growth potential. It is not a prerequisite for the SMEs to have attended a base camp for them to attend a workshop.

- 2) Regarding the objective of "Engaging more relevant stakeholders as active partners in the new programme for export and internationalisation", one more stakeholder is involved in the new programme. In the reviewed programme Business Development Centre Central Denmark (BDCCD) was lead partner and Central Denmark EU Office was a partner.

In the new programme BDCCD is also lead partner. Central Denmark EU Office (CDEU) is remaining as partner, but will be responsible for more activities than in the reviewed programme. CDEU will be responsible for running 3 of the above mentioned workshops with 1 per year. Their experience regarding relevant EU programmes and networks will be the focus for the workshops, and these workshops will be more focused on other internationalisation activities than export alone. CDEU will also be responsible for recruitment of SMEs to and running 12 out of 125 individual growth processes during the 3 year programme period.

Besides the above mentioned partners we also include Agro Business Park (ABP) as a new partner in the project. ABP will be responsible for recruitment of SMEs to and running of 3 out of 9 competence courses with built-in market

visits during the 3 year programme period. ABP is focusing on Food and bio-based economy.

- 3) Regarding the objective of "Decreasing the documentation for SMEs participating in collective activities by changing the finance structure within the programme", we are going to implement a new funding structure.

In the new programme the two collective activities base camps and workshops will be financed solely by regional funds. The activities will be free of charge for SMEs and there will be no criteria as for developing a Growth plan by the end of the activity.

5.3 Partners/Players involved

See under section 3.2.3. Content. Here it is explained that BDCCD is the lead partner, and that CDEU and ABP are partners in the programme.

5.4 Timeframe

The above explained content of the new Programme for export and internationalisation will be implemented from May 2018 – April 2021. Most of the activities from the reviewed programme will continue in the new programme with only minor changes. These activities are 1) Program for SMEs with high international potential, 2) Program with a market visit, 3) Export mentor program and individual growth program.

5.5 Costs

6 activities are offered for SMEs in total through the Programme. In the table below activities, number of activities, total number of participating SMEs and total cost of each activity can be seen. Costs for staff of project leader, marketing revision and other things are not included in the table.

Activity	Number of activities	Total number of SMEs attending	Total cost (Euro)
Base camp	6	150	20,000
Workshop	9	135	46,670
Program for SMEs with high international potential	3	33	640,000
Individual Growth Program	125 (approx. 160 h each)	125	2,387,000
Export Mentor Program	30 (approx.. 90 h each)	30	320,000
Program with a market visit	9	72	240,000

5.6 Funding sources

The total budget for the new Programme for export and internationalisation is approx. 4.2 mio. Euro. Of these, 1.3 mio. Euro comes from EU Structural Fund programme – ERDF Operational Programme for Denmark, Investment priority 3 (d) Supporting the capacity of SME's to engage in growth, 1.2 mio. Euro comes from the Regional Funds for business development and 1.7 mio. Euro comes from private funding from participating SMEs.

5.7 Impact expected

The self-defined performance indicator in the EIS application is "% of SMEs benefiting from the instrument that have increased their export turnover". Earlier performance indicators in the program have been related to job creation and turnover in general.

In CDR, job creation and turnover was measured for SMEs participating in activities concerning business development and export from 2007-2009, and compared to similar SMEs that did not participate in activities (Statistics Denmark). In CDR 589 SMEs participated and across these SMEs, 2,849 jobs were created and the turnover increased by 400 mio. Euro. In the group of SMEs that participated in activities, 62 % of the SMEs had growth in job creation and 72 % of SMEs had growth in turnover. In the group of SMEs that had not participated in activities, these figures were 42 % and 57 %, respectively.

On this background we expect to achieve the following in the new programme:

14 % of SMEs benefiting from the instrument increase their export turnover

260 SMEs receives support from the programme

1.7 mio. Euro in private financing matching the public funding

50 new growth companies up to 5 years after end of programme

814 new jobs created

Increased turnover of 57 mio. Euro