

ESSPO
Interreg Europe



European Union
European Regional
Development Fund

Efficient
support services portfolio
for SME

A large graphic featuring a grid of blue squares on a dark blue background. The squares contain various white icons representing business and support services, such as a handshake, a house, a lightbulb, a website icon, a bank building, a bar chart, a stack of coins, a target, a gear, a fist, a person with a plus sign, a location pin, and a person with a magnifying glass. A diagonal banner across the center contains the text 'EFFECTIVE SME SUPPORT' in white, bold, uppercase letters.

EFFECTIVE SME SUPPORT

ACTION PLAN FOR TARTU REGION

TARTU, MARCH 2019



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PART I – GENERAL INFORMATION

Project: **PGI00087 ESSPO; Efficient support services portfolios for SMEs**

Partner: Tartu Science Park

Territory concerned:

Country: Estonia

NUTS2 region: Eesti

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PART II – POLICY CONTEXT

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(s) addressed:

Development Plan for City of Tartu 2013-2020

Further details on the policy context and the way the action plan should contribute to improve the policy instruments:

Please note that the general policy and economic background given here applies equally to all actions described in the action plan.

- Tartu Science Park (TSP) as institution is one of responsible bodies in Tartu region for business support and development activities which constitute our core activity.
- City of Tartu (policy owner) is one of founders of TSP and utilizes TSP to implement its entrepreneurial activities in the region.
- ESSPO project aimed from application phase onward to improve business support services provided to SMEs.

Our activities and effort have been focused throughout entire project lifetime as a combination of these three main pillars to improve business services provided in Tartu region thus improving our chosen policy instrument: **The Development Plan for City of Tartu 2013-2020**".

"The Development Plan for City of Tartu 2013-2020" provides a thorough picture of the city of Tartu and its strengths and challenges in terms of business environment, economic and entrepreneurial

activity, and human resources. The document sets the vision of the city as an entrepreneurial hub for the region, as an attractive place for young people and a valuable destination for national and foreign investors.

Among other issues the document addresses the need for developing entrepreneurship, strong economic clusters and knowledge-based economy in the field of key industries and sectors for the Tartu County. In addition, it has emphasised the importance of defining a joint strategy and action plan to foster economic growth based on the innovations in these sectors.

Main aim of this policy is to increase overall entrepreneurial activity and reduce the gap compared with capital, including raising attractiveness of Tartu as both entrepreneurship and living environment within Estonia and internationally. This policy also aims at increased cooperation between academia and industry and development of high value adding products and services.

The city's challenges for the period 2013-2020 are listed and divided into five categories:

- 1) Tartu as the city of knowledge;
- 2) Tartu as the city of entrepreneurship;
- 3) Tartu as the city with modern living environment;
- 4) Tartu as the city that cares;
- 5) Tartu as the creative city.

City government's representatives acknowledge that long-term policy documents (for instance "The Development Plan for City of Tartu 2013-2020") are not well publicly communicated. A shared opinion is that the development plan is steered insufficiently. It gives directions and guidance and is flexible, but at the same time few people outside the policy owner are aware about its existence and its content.

Throughout ESSPO project (as well as other projects of TSP) lifetime we have monitored challenges and solutions present at different partner institutions and regions.

In many cases challenges are similar, as also identified within ESSPO project activities such as self-evaluation led by EURADA, peer reviews conducted, via joint Task Force meetings etc. In some cases, challenges and opportunities are more region-specific, in some cases less. We will not delve here in depth to all challenges identified by ESSPO project, just some examples revolve around how to best implement quadruple helix, how to identify needs of SMEs, how to empower technology transfer and innovation processes, weak links between academia and industry, how to improve the policy mix to provide companies with a more understandable innovation support scheme etc.

Why this is relevant in the context of RAP? Because while more often than not, problems and challenges are similar, solutions differ. It is hardly possible to find a working solution which could be "copy-pasted" from one region to another. However, elements of solutions can be implemented, trends, shortcomings and advantages could be observed and used.

PART III – DETAILS OF THE ACTIONS ENVISAGED

ACTION 1: DEVELOPMENT OF SPARKDEMO SHOWROOM

ESSPO LESSONS LEARNT APPLIED IN THE ACTION

Lesson learnt	Source of the lesson
a. Need for improved customer discovery process and target marketing	Recommendations from the peer review in Tartu region done by the Bulgarian partner ARC Fund (November 2016). Entrepreneurial discovery process observed during study visit to Basque Country, notably Bind 4.0 initiative.
b. Need for improved governance and monitoring	Experiences of Wielkopolska region monitoring system
c. Improved interaction process between SMEs and research institutions (and measuring and monitoring processes related to it)	Case studies of systems at work in Poland, Germany and France.

THE POLICY LEARNING PROCESS THAT LED TO THE ACTION

ESSPO project activities (self-evaluation, peer review conducted by ARC Fund in Tartu in November 2016, Task Force meetings and Local Stakeholder Group meetings during 2016-2018) have pointed to several major issues in Tartu region which are still prevalent today and are the reason why we have chosen this particular action for our action plan.

Key issues for Tartu region are following:

- A main part of “The Development Plan for City of Tartu 2013-2020” and a sub-vision described there is about Tartu as a city supporting entrepreneurial activity. At the same time, the **document does not recognize the start-ups, SMEs and large business as target sectors and, as a result, does not involve them at the following stages of its practical implementation.**
- **stakeholders are not aware about the vision and strategic objectives** set up within “The Development Plan for City of Tartu 2013-2020”;
- Brain drain – young talents and specialists leave Tartu for larger centres;
- Modest development aspirations and ambitions of companies;
- Partly unused potential in cooperation between companies, R&D institutions and business support structures;
- Unstable public financing and decreasing EU funds in the future;
- Lack of critical mass in terms of human and financial resources;
- Lack of (international) recognition and visibility

NATURE OF THE ACTION

Development of SPARKDemo showroom to raise entrepreneurial awareness among both private persons and institutional actors, to promote internationalization of regional SMEs, to develop regional business infrastructure, to promote regional RIS3 strategy.

SPARKDemo aims to be the business card of South-Estonian entrepreneurship and also act as a bridge between policymakers (city governments, local municipalities) and implementors (business support organizations) and users (SMEs and citizens) communicating the needs and expectations of each involved party to others via its activities.

Whilst within old policy instrument Tartu city development plan for 2013-2020 support and need for showroom was stated in general terms, quoting “Development of infrastructure related to entrepreneurship”, in new updated policy instrument Tartu city development plan for 2018-2025 **showroom has been defined clearly**, quoting “Development of showroom for showcasing services and products of Tartu region companies”.

Currently showroom has capacity to showcase 45 regional flagship innovative companies, hosts around 150 events annually and receives 5000 visitors annually. The aim is to increase the capacity to showcase up to 70 companies. Visitor and event numbers are decent, our focus is to have incremental growth and to achieve more qualitative events and visitors in terms of being as business oriented as possible.

Key metrics for this action for 2019 are:

- a) 40+ showcased regional companies at SPARKDemo
- b) 80+ entrepreneurship related events (trainings, workshops, networking events, hackathons, etc) held at SPARKDemo premises
- c) 25+ foreign business delegations hosted at SPARKDemo
- d) 4000+ visitors annually at SPARKDemo

STEPS FOR THE IMPLEMENTATION

Action has been initiated in 2016 and implemented in the same year. Daily work followed and is continuing today to improve the efficiency and the impact of the action. Within our own organization and in collaboration with policy owner who is also annually contributing financially for keeping the action up and running.

Key metrics for action were listed above.

New evolution is to implement better monitoring and follow-up system (sort of in-house Customer Relationship Management system) which would enable us to better measure results and conduct follow-up activities on promising cooperation prospects.

Implementation of CRM system would also directly answer to shortcomings/lessons learnt mentioned under point 1 b) and c)

STAKEHOLDERS INVOLVED

Tartu Science Park as governing institution of SPARKDemo, responsible for strategic and day-to-day management and operations.

Tartu City Government as one of financing bodies and one of key beneficiaries of SPARKDemo activities. Tartu City Government gives guidance in preferred areas of economic development, facilitates business and other delegations, both domestic and foreign, via its own networks and activities.

University of Tartu – UT has stated its goal to become Entrepreneurial University and attain also related accreditation. SPARKDemo serves as one tool for University of Tartu students, staff and spin-off companies to develop and promote their business skills and relations, both in theory and practice.

University is holding few of its lectures and events at SPARKDemo premises already today, we aim to increase that trend.

SPARK business community which consists of SPARK Hub, SPARK Makerlab, SPARKDemo, Startup Hub and SPARK Business Village is a set of different activities and organizations which each chip in to increase startup community in Tartu and to have more entrepreneurial minded people. Cross-marketing and events are concrete actions which SPARK community brings to the table.

Tartu Business Advisory Services Foundation is key partner and extension of Ministry of Economic Affairs and Communication in Estonia and Enterprise Estonia. Their role is to disseminate national trends, bring in foreign business delegations (including investors), host events and provide economic data to SPARKDemo visitors and customers. Already today we are co-hosting business event series to SMEs with TSP and BAS where speakers are exclusively C-level managers.

TIMEFRAME

Action was initiated in 2016 and the evolution of action has lasted throughout project lifetime until today. We are looking at 2018 – 2020 timeframe as mid-term planning period, however, we foresee that SPARKDemo continues its activities beyond that timeline.

Operational planning has been conducted in monthly and annual cycles in terms of activity and resource planning.

COSTS

Cost structure of SPARKDemo consists of personnel cost, real estate (rental & maintenance) costs, event management related costs (catering, speaker fees, cleaning services etc.), marketing costs. Annual turnover of SPARKDemo itself is 120 000€, but through partner organizations activities total monetary impact is likely 2-4x that amount.

FUNDING SOURCES

Today SPARKDemo runs with ca 120k€ annual turnover and employs 2 full time persons.

Funding sources annually: **50k€ from Tartu city through the policy instrument indicated in part II**, 40k€ earned from SPARKDemo services, 30k€ from TSP sources.

In order to expand the activities and impact of SPARKDemo by 2020 annual budget should grow to 180k€.



ACTION 2: IMPROVED INCUBATION/ACCELERATION SERVICES UNDER FAST TRACK TARTU BRAND

ESSPO LESSONS LEARNT APPLIED IN THE ACTION

Lesson learnt	Source of the lesson
How to spend (public) money as efficiently as possible to create new companies and workplaces?	
d. Learning from comparative processes from Poland through conducted peer review	Learnings from the peer review conducted in Wielkopolska October 2016 and the peer review done in Tartu by ARC Fund.
e. BIND4.0 acceleration programme matching system and case of startup-corporate cooperation	Study visit to Bilbao in Nov 2018
f.	

THE POLICY LEARNING PROCESS THAT LED TO THE ACTION

Creation of new workplaces and development of new businesses/startup companies has been a long-time goal in most regions, including Tartu. Key method for that has been for a decade or two incubation activities. This is mostly fostered by incubators/accelerators/science and technology parks and other organizations. Vast majority of them are partially or fully publicly funded and even fewer of them are profitable. Same by the way applies to most clusters and technology development and competence centers, none of them are self-sustainable. It means that very few have managed to turn incubation into profitable activity, yet most agree that it is necessary service for starting entrepreneurs nonetheless.

There are several incubation and acceleration service providers in Tartu region – TSP, Tartu Biotechnology Park, Tartu Creative Industries Centre, Buildit Accelerator, Tartu University Idealab, Contriiber’s Cocoon programme are most notable ones. Challenge is how to align as much as possible different services provided by different players so that each keeps its own focus and know-how, provides best value to startup entrepreneur/team and at the same time avoids duplication and fragmentation that comes with multiple actors on the field.

Tartu Science Park has dealt more or less intensively with incubation activities since 2004, ESSPO project Lead Partner Poznan Science and Technology Park is working in collaboration with their policy owner Marshal Office of Wielkopolska region on same issue.

Which raises a question how to provide as efficient support service as possible which is cost-efficient (to reduce burn rate of public money) and has as positive impact as possible.

There is no “golden egg” answer which is applicable in every situation. We have learned via ESSPO project how our Spanish and French partner are collaborating with industry, how Polish partner is working with monitoring system and validating service providers, received valuable feedback from Bulgarian partners during peer review process and involved key personnel from Science Park and City government to study visits.

Results of transnational project events have been discussed at local stakeholder group meetings. It is worth mentioning that ESSPO project has provided the opportunity to bring local stakeholders and SMEs together on regular basis thus establishing continuous dialogue between relevant ecosystem players (universities, SMEs, corporates, public administration, business support organizations).

NATURE OF THE ACTION

Development of community based and operated incubation service under single regional brand – Fast Track Tartu.

Idea in nutshell is that each service provider (see above) operates continuously independently, but branding-marketing-communication activities are conducted together as much as possible under joint umbrella brand Fast Track Tartu. Vision is that either City of Tartu or NGO Startup Day takes governance role to act as community manager and direct all interested wantpreneurs to right doors so to speak. Of course, also different service providers need to cooperate closely in order to direct customer to best possible service provider.

Small size of Tartu here plays to our benefit as everybody knows everybody in local startup scene. Industry/target segment based focusing has already conducted and areas of interest have been divided between different actors.

Timeframe currently is as follows:

- Fast Track Tartu and sTARTUp Day vision day to map out process of Fast Track Tartu – Oct 2018
- Promotion of Fast Track Tartu brand – Qtr 4, 2018
- Piloting Fast Track Tartu concept was done in joint demo area of regional business development organizations at sTARTUp Day 2019 business festival on 24-25.01.2019
- Running beta-version of Fast Track Tartu incubation program alongside partners existing incubation programs during 2019 ie delivery of incubation services to 20 startups during 2019. Result of this beta version was relatively unsuccessful as we were unable to engage target group to desired effect and Fast Track own value proposal was insufficient
- PDCA (plan-do-check-act) feedback loop at Qtr 3, 2019 was done to assess first results by regional stakeholders
- Joint evaluation panels and improved joint value proposal to target group (startups) by regional business development organizations (majority of them are continuously members of ESSPO stakeholder group) from October 2019 to January 2020
- Promotional campaign of Fast Track Tartu and being represented at sTARTUp Day 2020 from 29th to 31st January, 2020

STAKEHOLDERS INVOLVED

Incubation/acceleration service providers - TSP, Tartu Biotechnology Park, Tartu Creative Industries Centre, Buildit Accelerator, Tartu University Idealab, Contriiber Labs. Their role is to provide incubation services and promote the initiative.

Each of them will promote and represent Fast Track Tartu in their activities during Q4 2018 and launch the joint initiative at Q1 2019.

NGO Startup Day – potential operational leader of activity who acts as a glue between different partners.

Tartu City Government – key beneficiary and funder of incubation activities at three above mentioned service providers.

University of Tartu / Estonian University of Life Sciences / Tartu Art College – all three universities are located at Tartu and are providing some sort of entrepreneurship education or initiatives ie potential deal flow for incubators

All players involved are part of the service design, promotion and implementation process. Majority of them (with exception of Art College) are members of ESSPO projects Tartu local stakeholder group.

TIMEFRAME

Ideation and design process of Fast Track Tartu started in early 2018. Bi-monthly meetings were held with core team (of whom majority belongs also to our ESSPO project Local Stakeholder Group).

Official launch took place during sTARTUp Day 2019 business festival at 24-25.01.2019.

During 2019 beta version of incubation program was run based on incubating partners respective programs.

Regular quarterly meetings have taken place to assess the PPP (plans, progress, problems).

Improved version (improved value proposal, merged mentor platform of different service providers enabling cross-access to mentor pools of different institutions, interlinked activities directly focused on providing value to startup teams ie incubation teams from Organization A will have access to closed activities/events organized by Organization B, joint trade and business missions to export markets) of Fast Track Tartu platform launched in October 2019.

Large scale marketing and promotional campaign aligned with business festival sTARTUp Day 2020 (will take place in Tartu from January 29th to 31st) with a potential for best teams under Fast Track Tartu to receive syndicated investment from Estonian Business Angel Network.

COSTS

Exact cost structure and division of roles and tasks is still being iterated at current time. Beta version was funded by each business development organizations own finances. Approximate amount of funds dedicated to initiative during 2019 is 120 000€ (TSP – 30 000€, Tartu Creative Industries Centre – 25 000€, Tartu Biotechnology Park – 25 000€, Buildit Accelerator – 20 000€, others – 20 000€).

Partially these activities are funded by Tartu City Government (policy owner in ESSPO project for Tartu region) to achieve goals defined in policy instrument related to business development and entrepreneurial support activities.

Estimated amount of funds allocated in 2020 for this initiative will be 200 000€+ as Tartu Science Park is considerably expanding its activities, Tartu Biotechnology Park and Tartu Creative Industries Centre will increase their part slightly, Buildit Accelerators contribution will diminish and others (Contriber Labs, University of Tartu) are unknown at the moment. There is a good chance that University of Tartu part will increase substantially as they are launching new Entrepreneurship complex in January 2020 where whole building is dedicated to university-industry collaboration including co-working space and university's own pre-incubator.

Cost structure is divided between human resources 30-40%, external services (mentors, outsourced trainers-speakers, events, business missions etc) 40-50%, administrative costs 10-20%. It varies between different organizations depending on their internal structure and processes.

FUNDING SOURCES

Tartu City Government is currently providing funding for incubation services at Tartu Science Park, Tartu Biotechnology Park and Tartu Creative Industries Centre. **This funding is in alignment with policy instrument and originating partially from it**, but it covers only part of the costs related to provision of incubation service. Rest of the funds are assembled from organizations own sources and different projects.

In the first stage community members will fund the promotional and launch activities from their own funds. In longer perspective if the service proves viable different funding mechanisms may be implemented under NGO Startup Day.

Option to do equity investments into incubation companies will be considered. As many involved players are public institutions, this requires careful and diligent approach. Currently Contriber Labs and Buildit Accelerator are partially implementing equity investment model. University of Tartu has plans to launch its holding company in 2020 which would be able to do investments into university spinoffs. Tartu Science Park and others are mainly operating with hybrid models combining support from Tartu city with EU project resources, own finances as well as looking at success fee models linked to progress of startup teams (percentage of raised funds with a cap limit etc.).

ACTION 3: DIGITIZATION OF MANUFACTURING AND BUSINESS PROCESSES IN REGIONAL MANUFACTURING COMPANIES

ESSPO LESSONS LEARNT APPLIED IN THE ACTION

Lesson learnt	Source of the lesson
Horizontally implemented ICT-solutions in classical industries throughout their manufacturing and business processes	
g. Co-learning process with/from German partner	Partner meetings held in Germany and Tartu, high-level business and local administration delegation visits prior/during partner meetings. Continuous co-learning and cooperation process.
h. BIND4.0 acceleration case of startup-corporate cooperation	Study visit to Bilbao in Nov 2018
i. EURADA provided Good Practices about Smart Manufacturing Regions	Side-event organized by EURADA during Bilbao study visit, follow-up meetings facilitated between LSG member and GP owner as a result of initial contact

THE POLICY LEARNING PROCESS THAT LED TO THE ACTION

Greater attention should be put on the business sector as a whole, not only on start-ups. Focus on start-ups and entrepreneurial eco-system, which contradict to the fact that the medium and large companies are the sector with a greater positive impact on the regional economy.

These two remarks were brought out during peer review by ARC Fund.

During ESSPO project meeting in Tartu in June 2017 and in next project meeting at Hameln in October 2017 digitization topics were discussed in length between respective project partners and policy makers from Estonia and Germany. Traditional industry (metal, food, timber sectors) has deep roots in Germany and by numbers provides major impact in Estonia, despite being far less in spotlight in comparison with ICT, bio-tech and other newcomers. This dialogue and process has continued with informal information exchange between project partners and policy makers in both regions until today. Next stakeholder visit from Hameln to Tartu is scheduled to take place in September 2019. Further influence has been provided by attending study visit to Bilbao (focus on Industry 4.0 developments) and meetings facilitated by EURADA (case studies on digitization applied in other EU regions, Smart Manufacturing Region in Holland for example). Service was developed by Tartu City Government and is funded from Tartu City budget and not directly linked to specific policy instrument, but it is aimed at achieving objectives described in Development Plan of City of Tartu.

Estonia's manufacturing companies were largely performing sub-contracting work for Scandinavian or European partners and only lately have started to develop their own sales & marketing channels and work themselves on design and other value adding elements.

Local stakeholder group has also on several occasions pointed out that matching traditional industries with ICT and/or other innovations could benefit significantly both parts.

Throughout ESSPO project study visits and in-house experience we have observed that forerunners in most classical industries have implemented vertically ICT-solutions throughout their manufacturing and business processes. This approach has started to take place also in our regional manufacturing SMEs but could use guidance and boosting.

This fact also has found confirmation by international DESI index which measures application of digital technologies in industry. By this index Estonia is on 19th place among 28 EU member states.

NATURE OF THE ACTION

With Action 3 we solve one part of a bigger challenge.

Big challenge being the competitiveness in export markets and value creation position of regional enterprises in industrial sector.

One solution aiming to meet that challenge is to empower and boost digitization of business and/or production processes of manufacturing companies. This is well aligned with large scale EU initiatives for instance such as <https://ec.europa.eu/digital-single-market/en/policies/digitising-european-industry>.

There is however considerable gap between large scale measures available at EU level and grassroots level capacity of regional SMEs to work toward them. Therefore, in our regional action plan we address this issue from the viewpoint of regional SMEs operating at grassroots level and work upwards to national and international (EU) levels.

In Estonia there exists national measure which supports digitization audits and consultations among the companies in industrial sector. Goal of this instrument is to increase the added value of enterprises in industrial sector to 80% of the EU average by 2030. This is one part of a solution available on a national level.

Additionally, there are two regional initiatives which address the same challenge but are not directly linked to (or funded by) previously mentioned national measure.

- a) One of Tartu region's ESSPO stakeholder group members, Tartu Business Advisory Services Foundation, consults regional (Tartu region's) enterprises and runs workshop and trainings on digitization related topics.
- b) Another Tartu region's ESSPO stakeholder group members and our policy owner, Tartu City Government, has a funding measure from where they are supporting practical applications of digitization processes in regional manufacturing companies.

These two measures combined with national measure are all aimed at the similar target group (manufacturing companies interested in improving their efficiency and competitiveness by implementing digital solutions in their business/manufacturing processes) with a goal to tackle above mentioned Big Challenge.

Our Action Plan aims with Action 3 to raise awareness of existing support measures among relevant target group (manufacturing companies) and provide guidance in applying for regional measures provided by Tartu City and Tartu BAS. This is described under one Action in our Action Plan because we are dealing with similar target group and similar challenge for the target group whereas solution(s) involve two members of ESSPO stakeholder group.

The enterprise digitalization programme consists of three stages:

1. Identifying the enterprise's ambition and readiness for change via interviews and audits of company business and manufacturing processes

2. Preparing the development plan in close collaboration with enterprise

3. Implementing the development plan

Part of the implementation process in early phase will be trainings and workshops on change management, process management and other related topics, which will be conducted in smaller groups. Later phases of implementation are solely company specific.

Regional goal is to have 12 companies who have successfully completed the program by 2020.

STAKEHOLDERS INVOLVED

Tartu Business Advisory Services Foundation acts as a regional extension to Enterprise Estonia and conducts interviews, audits and in collaboration with TSP trainings and workshops. They will also be responsible for coordinating the development of company specific digitalization programmes.

Tartu Science Park will provide trainings and workshops and promote the measure via their communication networks.

Enterprise Estonia is responsible governing body of the support measure.

External service providers who will finally conduct the programmes.

Tartu City Government – key beneficiary and funder of regional pilot program.

TIMEFRAME

National support measure from Enterprise Estonia is available from 2018-2020.

Regional audits have started with interviews among manufacturing companies in 2018 and will continue until 2020.

Trainings and workshops for audits began in summer 2018 and will commence throughout 2019.

Custom-tailored programs for successfully applied companies will take place from 2019-2020.

Tartu City Government pilot voucher scheme was worked out during 2018 and will be piloted in 2019, first grants in size from 5 000 to 15 000€ have been awarded to companies during 2nd Qtr of 2019.

COSTS

Cost of audits and interviews is supported via national measure and covered by Enterprise Estonia / Tartu BAS.

Costs for workshops and trainings will be partially covered from national measures and partially by organizing partners funds.

Costs for final programs-actions will be covered by national measure and companies co-financing.

FUNDING SOURCES

Ministry of Economic and Communication Affairs in Estonia has approved legislative act which establishes specific measure to support this process. Governing body for it will be Enterprise Estonia.



Total amount for support is 4M€ from 2018-2020. This refers to above mentioned national measure where the connection with our RAP is that we address the target group (SMEs) to inform them of the availability and opportunity to apply for national measure thus amplifying the effect and impact of regional measure.

Tartu City Government has launched its own pilot for regional grant instrument allocating 60 000€ for supporting digitization processes in up to 12 SMEs during 2019. **This funding is in alignment and originating from policy instrument.**

Our role is to spread the message of availability of this instrument, to train enterprises to successfully apply for the grant and to provide them roadmap and links with other available related national and EU instruments/measures.

COMMITMENT

This Action plan has been developed by Tartu Science Park Foundation, who commit themselves implement the actions envisioned within their respective capabilities

Date: 29.03.2019

Name of the organisation(s):

Tartu Science Park Foundation

Tartu City Government

Tartu Business Advisory Services

Signatures of the relevant organisation(s):

Andrus Kurvits



Board Member

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Jan Lätt



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Tartu Business Advisory Services