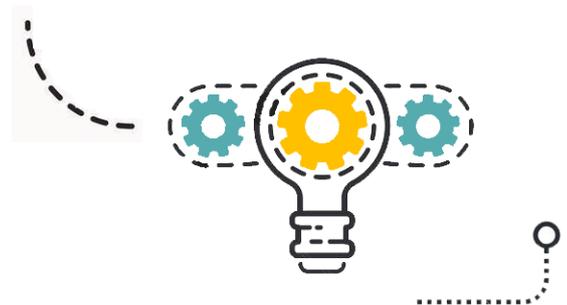


# FFWD Europe Action Plan for the Piedmont Region



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**An interregional cooperation project for improving SME competitiveness policies.**

Project Partners

**Normandy Development Agency (FR)**

Investment and Business Development Bank Lower Saxony –  
NBank (DE)

Murcia Business Innovation Center (BIC Murcia) (ES)

IFKA Public Benefit NonProfit Ltd. For the Development of the  
Industry (HU)

Metropolitan City of Turin (IT)

Kaunas Science and Technology Park (LT)

Podlaska Regional Development Foundation (PL)





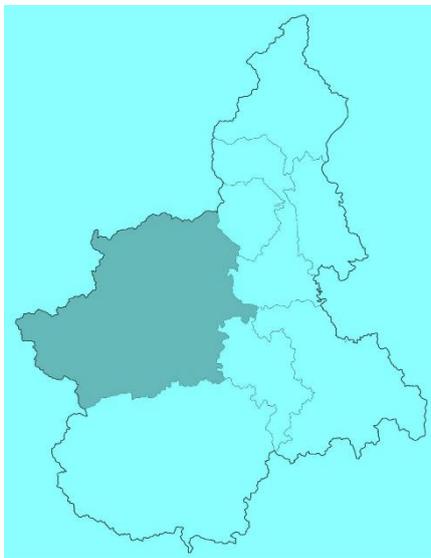
# Summary



# 1 Summary of the project

Strengthening the European economic fabric requires its SMEs to be competitive. On the path to their sustainable growth, EU SMEs still meet too many obstacles to get full access to funding and business opportunities. Some of FFWD EUROPE project partners have their own business acceleration schemes that prove efficient locally, although most of the partners perceive that the support from their regional authorities could be improved by designing and funding of measures related to facilitate the access to capital for SMEs. The common challenge of FFWD EUROPE is to improve partners' policy instruments, and to enable SMEs to participate in public-supported acceleration models, in order to significantly enhance their competitiveness through access to private funding and equity; international markets opportunities and new business contacts all over Europe.

The project is divided into two phases. The first one focuses on exchanging experiences and sharing good practices. The learning process that takes place during this phase aims at inspiring each partner to develop solutions for their own problems in their regional context using the good practices and information provided by the other partners. Then, the results of phase 1 are used to produce this Action Plan that aims at improving each local policy instrument. This document will be used as guidance for phase 2, which focuses on the implementation of solutions.



The Metropolitan City of Turin is an area made of peculiar territories, where the old age tradition of manufacturing, made of big enterprises, has always been complemented by a network of excellent local SMEs, and it could always count on a reserve of praiseworthy natural and cultural capital.

The Metropolitan City faces the challenge of building a comprehensive strategy for territorial development. The metropolitan dimension needs to be able to develop policies respectful of local needs and, at the same time, to promote the local peculiarities, from a shared perspective. It is necessary to create the conditions for widespread, fair and sustainable growth, starting from the strong points of the territory, such as the presence of high-level education and research institutions and the re-known ability to produce innovation.

In order to face this challenge, the Metropolitan City has participated with great interest and intensity in the activities of phase 1 of FFWD Europe project. The learning process, as well as the analysis of the good practices proposed by the FFWD Europe project partners, have allowed us to deepen the problems of the local ecosystem of start-ups from points of view so far unexplored. Among all the proposed good practices six (in four different regional areas) were considered and they were a source of inspiration for the development of the actions. The comparative analysis of good practices and their reference contexts has allowed us to write an Action Plan proposal developed on two levels.

The first level is dedicated to improving and complement existing measures through activities addressed to companies. The second level relates to actions aimed at a more efficient structuring of the interactions between existing networks. The purpose is to create a more structured system of relationships around an overall strategic framework that includes the entire entrepreneurial innovation cycle.



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### 3 Introduction of the project partners

Hereafter are briefly presented the project partners whose good practices were considered the most relevant in inspiring the actions proposed by the Metropolitan City of Turin.



**LP – Normandy Development Agency (FR):** it is the Regional agency for economic development in Normandy with aim to attract foreign investment, assist foreign companies for setting up business in Normandy. It is the single window for regional aids and has partnerships with actors of economic development in the region. It supports the implementation of local and regional economic policies. AD Normandy also supports a regional investment fund: Normandie Participations.



**PP2 – Investment and Business Development Bank Lower Saxony – NBank (DE):**

NBank is the universal development bank for Lower Saxony, the central instrument for economic, labour market, housing, and infrastructure support policies. NBank implements the support policies of the federal state's government and supports the federal state's administration in the development and design of new support measures. It enables the federal state's government to provide high quality consultancy and funding administration services through a one-stop agency. NBank can draw on qualified personnel with long experience in the field, which individually and comprehensively counsels and assists all applicants and recipients throughout the process.



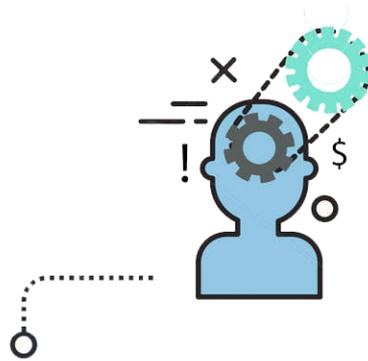
**PP4 – Murcia Business Innovation Center (BIC Murcia) (ES):** it is a private

foundation working in the promotion and encouragement of entrepreneurship and supporting the creation and consolidation of technology-based companies. Its missions are to promote the entrepreneurial spirit and business innovation in society from an early age, to encourage the creation and consolidation of innovative and technology-based companies and to streamline the capture of smart capital and the professionalization of private investors.



**PP5 – IFKA Public Benefit NonProfit Ltd. For the Development of the Industry**

**(HU):** IFKA Public Benefit Non-Profit Ltd. for the Development of Industry has been playing an active role in the economic, technical and innovation life of Hungary since 1990, bringing together the fields of logistics, quality assurance and environmental protection. Their extensive network allows them to operate as a bridging institution. IFKA accommodates both Hungarian and European Union objectives. They can bring considerable funding into play in the interests of their public benefit work. Based on experts and organisational competence they participate in the development of comprehensive domestic strategies. The benefits of their programs are used both at national and international level.



# Context and Learning Process



## 4 Start-ups in Piedmont: an overview.

In January 2019 Turin Finance Committee presented a report called “Observatory on Innovative and Technological Start-ups in Piedmont”,<sup>1</sup> a picture of the state of the art of the changing start-ups’ ecosystem in Piedmont in 2018, with a focus on innovative and technological start-ups. From here on, it will be referred to as SUIT 2018.

First, the report describes the situation of businesses and start-ups in Piedmont, starting from the available statistical sources. It turns out that the region with the highest density is Lazio, with 1065 start-ups and a density index of 20. Lombardy has a density index of 15, Emilia-Romagna of 19, while Piedmont, having only 502 start-up and a density index of 1.8 is in the lower end of the chart.

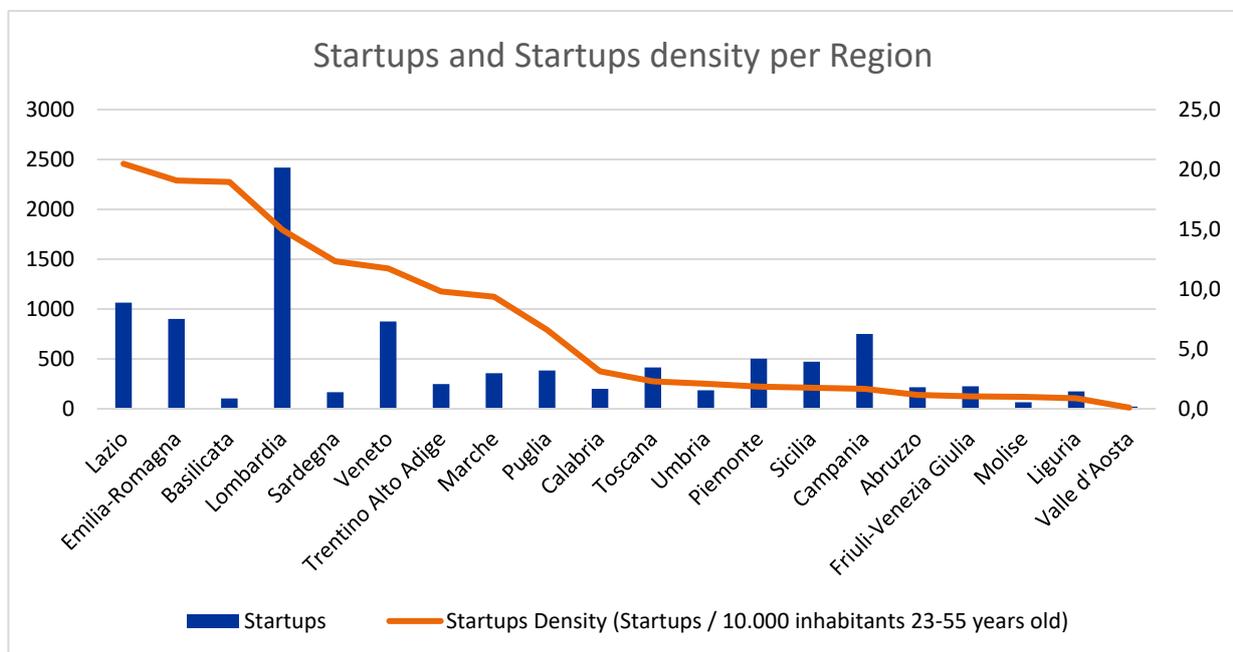


Chart 1 (see SUIT 2018 p. 12)

A significant part of the report is composed by the findings collected surveying entrepreneurs or executives of high tech start-up which were born in the last 10 years in Piedmont through a questionnaire. The survey investigated which factors influenced or are still influencing the creation and

<sup>1</sup> Russo, G., & Cerruti, E. (2019). Le Startup innovative e tecnologiche in Piemonte 2018 (IV edizione dell'Osservatorio sulle Startup innovative e tecnologiche in Piemonte) [https://www.to.camcom.it/sites/default/files/promozione-territorio/Osservatorio\\_SUI\\_edizione\\_2018.pdf](https://www.to.camcom.it/sites/default/files/promozione-territorio/Osservatorio_SUI_edizione_2018.pdf).

development of their enterprises, finally to propose improvements in the support system. There were 307 contacts and a response rate of 23 per cent, equal to 71 completed interviews. Compared to the previous surveys in 2007 and 2011, the questionnaire received numerous updates, to consider the institutional innovations in the sector. Among the interviewees, 84% of start-ups are registered in the national start-up register, while 48% of SMEs can qualify as innovative SMEs.

Most of Piedmont innovative start-ups originated from research and development of original products and services, carried out in 80% of cases thanks to the partners, 24% with the University and public incubators, in 16 % in collaboration with private incubators.

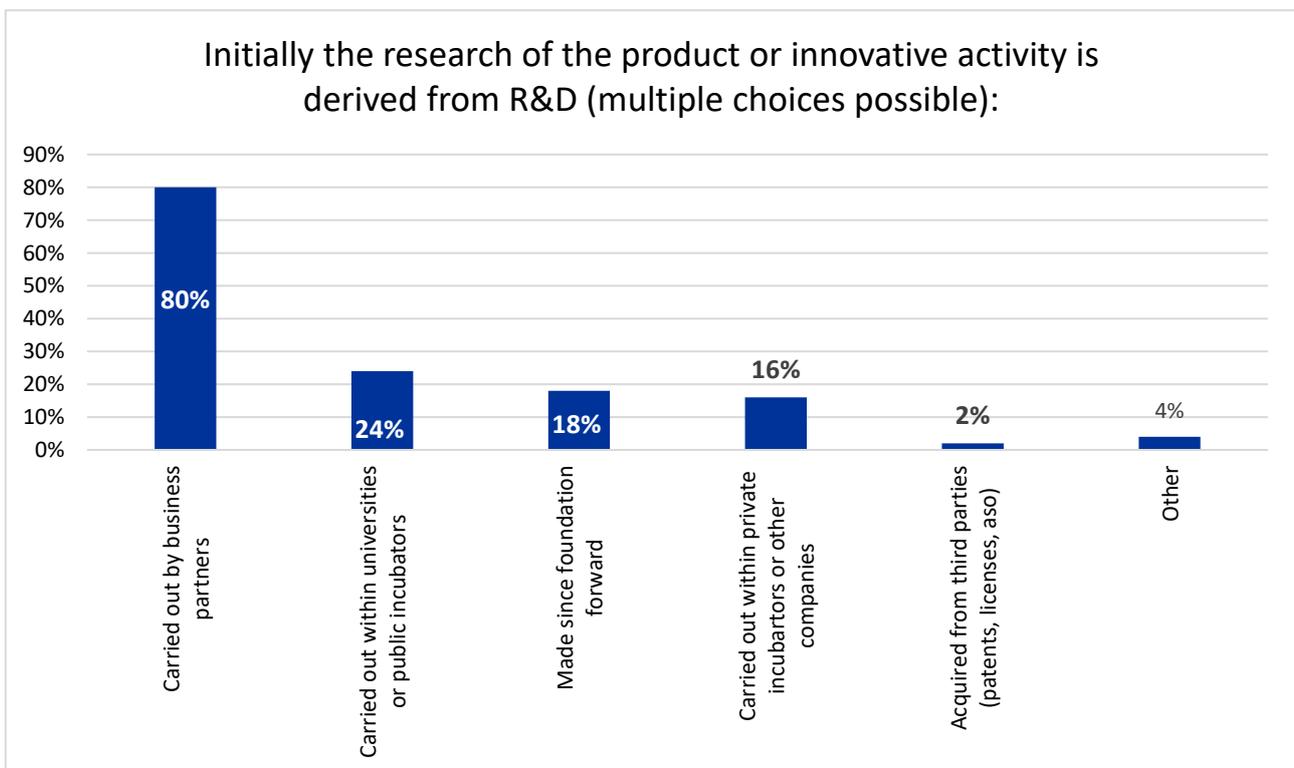


Chart 2 (see SUIT 2018 p. 23)

All start-ups have a business plan: at the beginning of their life (82%) or later (18%). Most of them keep it updated (82%).

It appears there is no dominant theme in the innovations that the start uppers want to bring to the market, even if the strands of App and social innovation are rather popular. The absence of some strands stands out: the "open data", as well as the blockchain, are nearly unexploited, which beyond the adventurous applications in the field of private quasi-coins could perhaps have other developments. Even e-gov is not targeted by start uppers, who aim instead at the private market, with a slight prevalence towards B2B.

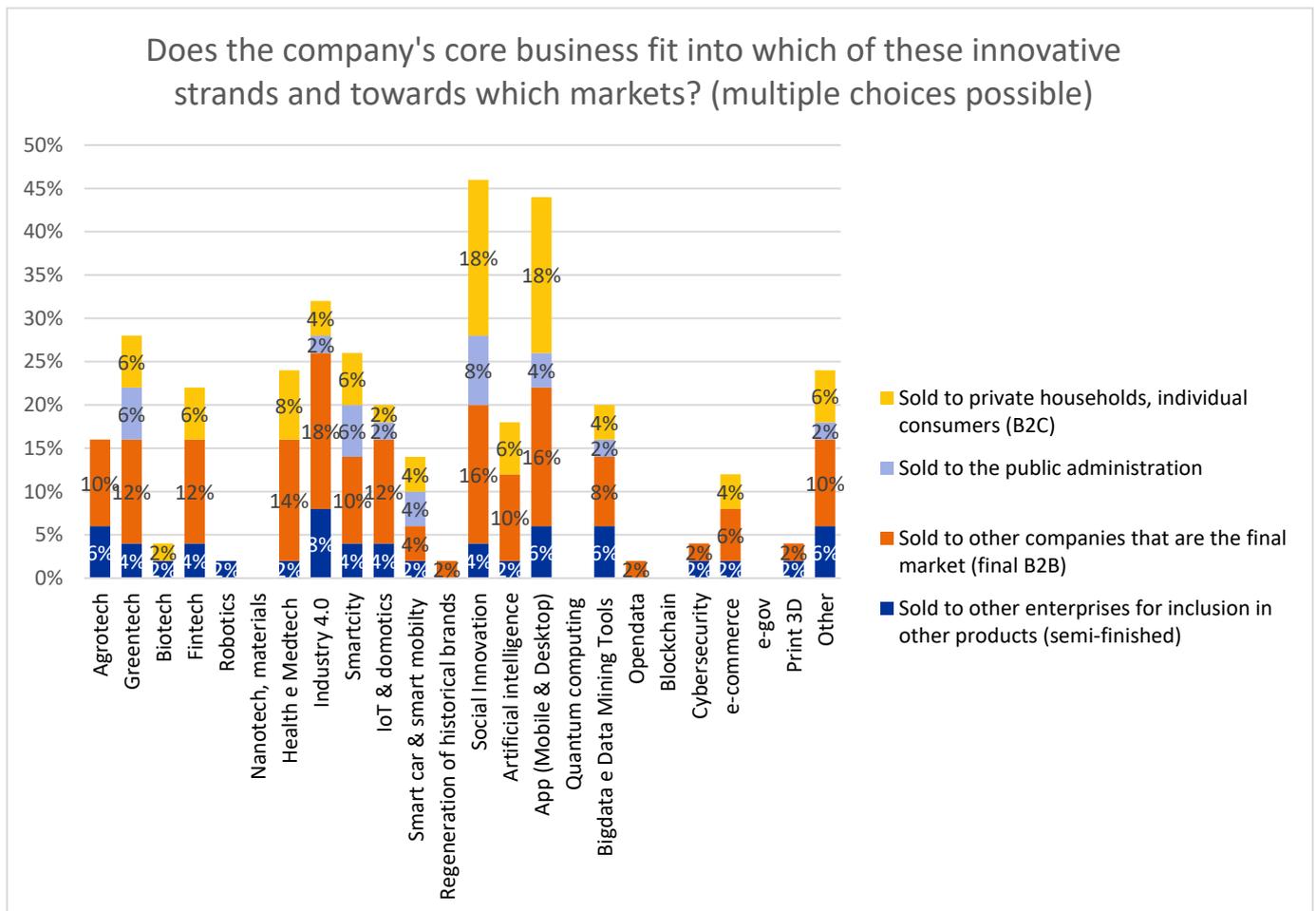


Chart 3 (see SUIT 2018 p. 24)

According to 42% of the interviewees the establishment of an innovative start-up in Piedmont requires about a year of work. 77% of enterprises needed between 1 month and 1 year to obtain the funds necessary for their economic needs (first round of financing). Concerning the balanced budget, 57% of the entrepreneurs in the companies interviewed report that it has not reached yet.

Considering the access to capitals, start uppers where asked about the origin of the capitals through which they financed their company during its life cycle. 22% of respondents claim to have been able to finance the development and experimentation of the innovative idea thanks to public funds. At this stage, the support of the other operational partners of the company was also important (14%) as were the equity capital (12%). The starting of the typical start-up is mainly financed with equity capital (16%) or with private business angel capital (12%). The subsequent funding stages — which have received fewer answers due to the fact that most of the companies involved were relatively young — see the involvement of traditional banks increase (4% in the Seed round and 6% in the second and third growth phase) or their specialized offices (8% in the third phase of life, matching the importance of equity capitals and Business Angels).

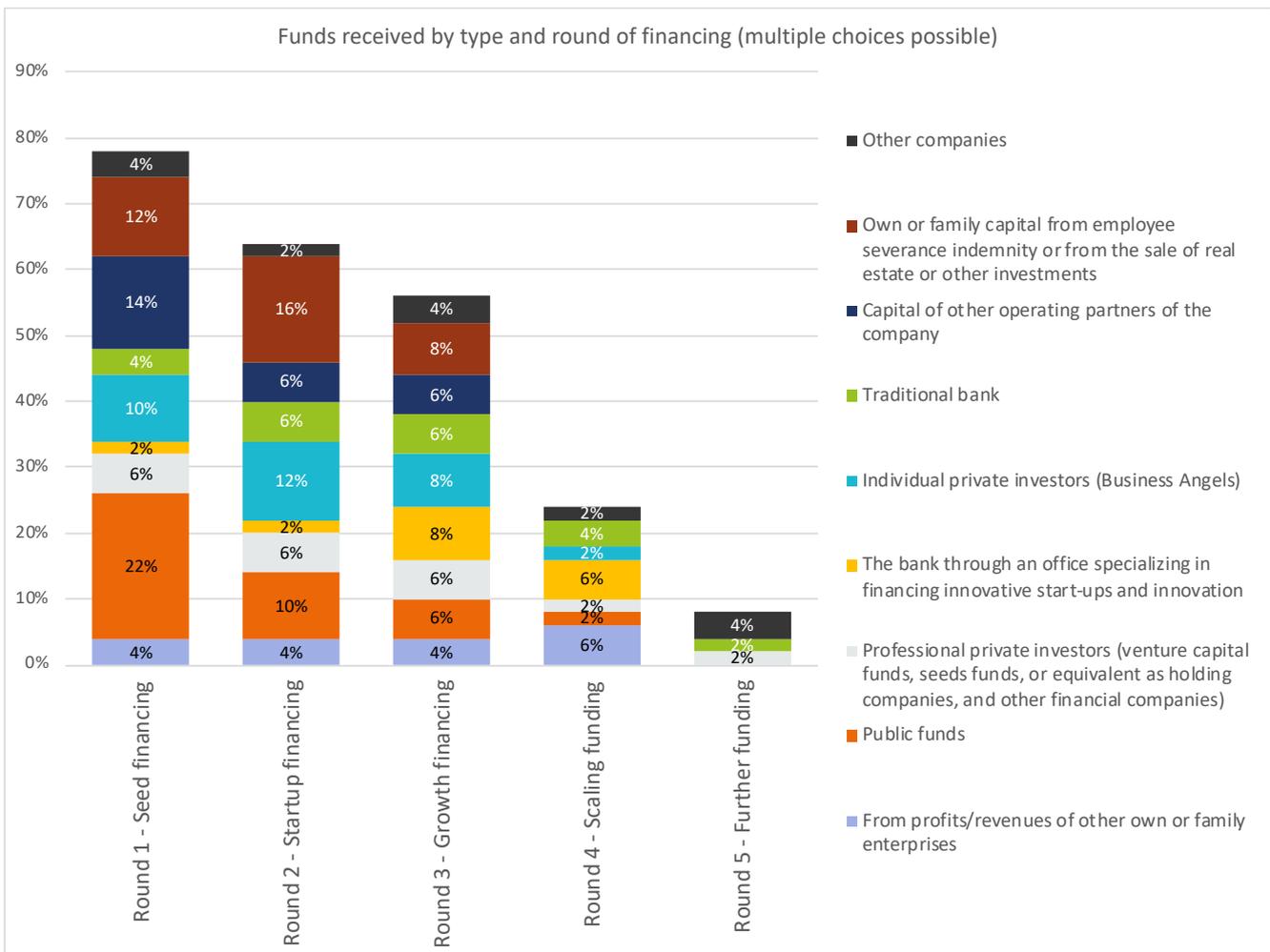
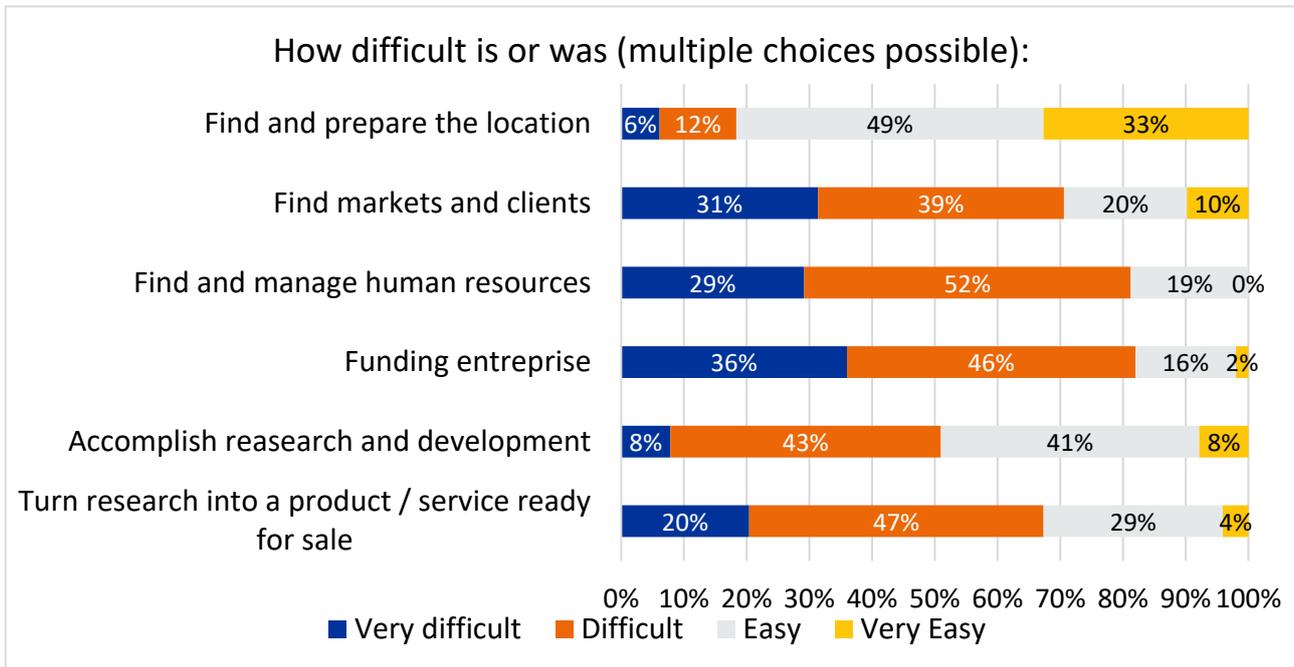


Chart 4 (see SUIT 2018 p. 26)



Finally, start uppers were asked about their difficulties and critical issues they had to tackle. The main difficulties identified by the respondents are — marked by perceived intensity (very challenging + challenging) — to finance the company (82%), to search and manage employees (81%) to find a market and costumers (70%). Conversely, to find and prepare an appropriate location for the business was listed among the easiest activities. Moreover, specific studies concerning incubators demonstrated that not all the services which would be necessary to appropriately sustain start-ups acceleration are offered with the same degree of intensity and efficacy. Start-ups are often lacking competencies in the domains of business administration and law, impacting negatively on the attention start-up give to business management. The incubators could sensitise their incubated start-ups on these topics, offering non-material services such as mentoring and coaching, provided by experts, as the key for enterprises expansion.

Some considerations to summarise the data retrieved from the SUIT 2018 report: the first is that Piedmont continues to experience difficulties in increasing the number and density of start-ups, especially if compared to the other regions of its geographical area. The second one concerns the potential that incubators can express. They have ample room for an increase in the number of start-ups created. The third one is that in Piedmont the duration of the start-up growth stages are rather extended. The fourth one is that the role of public funding of start-ups, even in the early stages, is still very limited. Finally, the main obstacles that a start-up must overcome are:

- financing;
- dealing and accessing to market and consumers;
- personnel management and entrepreneurial leadership.

## 5 Policy context

### 5.1 Introduction

The Action Plan aims to impact the existing policy for the creation and consolidation of innovative start-ups in the Piedmont Region.

The policy instruments addressed are:

1. ESF ROP 2014–2020 Axis 1 "Employment", Priority 8i, S.O. 1, Action 2 "Support services for innovative start-ups, spin-offs of public research";
2. "Documento Unico di Programmazione 2019 della Città Metropolitana di Torino" (Single programming Document 2019 of the Metropolitan City of Turin), including in its line of intervention initiatives to support technological transfer market application of research outcomes — in the framework of the specific competencies concerning support to economic activities and research (art. 1, c. 44, lett. e), attributed by law 56/2014 (hereafter Innometro project).

Piedmont Region is the policy maker and managing authority of ESF ROP 2014–2020 and support organization of FFWD Europe. It will be the policy maker and managing authority of ESF and ERDF ROPs 2021–2027 too. The Metropolitan City of Turin is the policy maker of the Innometro project.

Addressing two different policy instruments aims at multiplying the impact of the actions on our territory. The two different instruments are undeniably linked for two main factors: first, they both address start-ups, just at different stages of their life cycles, fostering start up creation and growth within the Piedmonts territory, and creating a connection between start-ups and traditional local enterprises. Second, the focus on business innovation and business creation aims at realizing the essential objectives of ESF fund providing instruments to create new employment and to conserve the existing. Given the situation of the territory of the metropolitan city, addressing the two different policy instruments is considered vital for achieving the objectives of this action plan.

Under the first policy instrument the Piedmont Region will elaborate various measures to support start-ups creation and growth. The Metropolitan City proposes some actions based on its experience regarding enterprises creation as well as on the knowledge of instruments addressing start-ups creation and acceleration acquired during the FFWD Europe project.

Start-up creation support activities need to be combined with two lines of intervention for seed or early stage innovative start-ups: mentoring activities and financing instruments which will be also developed in the Action Plan and that are based on evidences surfaced from FFWD learning activities.

On the one hand, the creation and growth of innovative start-ups as well as mentoring activities will be addressed to improve the ESF ROP action "Support services for innovative start-ups, spin-offs of public research" (policy instrument 1). On the other hand, better access to finance will be developed through the Metropolitan City's Innometro project (policy instrument 2), training programs (collaborating with the Order of Chartered Accountants and accounting experts, for the diffusion of financial knowledge) and matchmaking events.

To better the efficacy of policy instruments the Metropolitan City proposes, moreover, a systemic action aimed at strengthening the synergies between start-up ecosystem actors and networks. So the policy instruments addressed indirectly by this second action are both policy instruments 1 and 2.

## 5.2 Policy instruments addressed

### 5.2.1 ESF ROP 2014–2020 Axis 1 "Employment", Priority 8i, S.O. 1, Action 2 "Support services for innovative start-ups, spin-offs of public research"

 The policy instrument indicated by the Piedmont Region — ESF ROP 2014–2020 Axis 1 "Employment", Priority 8i, S.O. 1, Action 2 "Support services for innovative start-ups, spin-offs of public research" (from here on Action 2 "Support services for innovative start-ups") — is implemented through a set of measures. They concern the whole life cycle of businesses, from support for entrepreneurship and consulting services for enterprise creation and self-employment to consulting and tutoring, to financial support. These measures are nonetheless at different stages of implementation.

For the implementation of some of the measures provided for in Action 2 the Region has created an experimental "Regional List of organizations specialised in the realisation of services to support the creation of innovative start-ups". Three certified academic incubators (hereinafter referred to as Regional Certified incubators) are enrolled in the List. Since the Region is willing to elaborate various instruments to support start-ups through Regional Certified incubators, the Metropolitan City proposes some actions based:

- on knowledge acquired during the FFWD Europe project;
- on its experience on business creation (the MIP -Start - up your own business- programme).<sup>2</sup>

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<sup>2</sup> The MIP program is financed under ESF ROP 2014–2020 Axis 1 "Employment" and has been validated as good practice by the FFWD project and [is inserted in the database of good practices of Interreg Europe](#).

According to the Metropolitan City, there is the need for an instrument that, by promoting the methodological experience of the MIP program, would improve the existing policy by diversifying it and adapting it to the creation and consolidation of innovative start-ups. (Action Plan's sub-action 1.1). This tool needs to be combined with two lines of intervention for the consolidation of innovative start-ups: mentoring activities and financing instruments. (Action Plan's sub-actions 1.2 and 1.3).

The sub-action 1.1 of the Action Plan that concerns **start-up creation** relates to part of the measures of Action 2 of ESF ROP previously described.

Sub-action 1.2 of Action Plan concerning **mentoring services** relates to the measure 2 of Action 2 "Support services for innovative start-ups". The Metropolitan City states the usefulness of mentoring for start-ups, a tool that the region has already successfully tested in the past for small businesses or professionals, active for less than two years, mentored by professionals with a minimum of 7 experience. Given the interest the region showed for this kind of initiative, the Metropolitan City, proposes an updated version of it, reframed and adjusted to address a new and wider target, and also slightly different, wider objectives. The project must be reframed under ESF ROP provisions and will be supported by Action Plan sub-action 1.2.

### 5.2.2 Innometro project



The Metropolitan City of Turin intends to play an essential role as an intermediary between research and enterprise system, promoting the link between demand and supply of innovation and consolidation of partnerships and cooperation between parties. This is a significant factor for the development of innovative companies because SMEs have limited financial resources and organizational capacity to undertake research and development programs aimed at innovating its products or services.

Public bodies and agencies have long sustained the need for profound innovation of local companies as a precondition for accelerating competitiveness. Many reports, however, point out that innovation programs fostered at the national or regional level often fail to reach micro-enterprises, both because of the complexity of the provisions which hinders access to funding or subsidies, and because of the difficulty of such entrepreneurial realities to think and plan their change effectively.

The need to overcome the barriers posed by the market to the innovation of micro and small enterprises requires the adoption of tools for strengthening their competitiveness through innovation and the use of research results. In this perspective, the use of financial instruments can be a valuable tool, whose success is conditional, however, upon the actual capacity of the tools to be understood and adequately handled by the beneficiaries.

The Metropolitan City proposes to develop an instrument that intertwines a financial support tool with an accompaniment process carried out by innovation experts to facilitate collaborative relationships between companies and the world of research and development (start-ups and innovative

companies), whose costs are borne by the public. The expected results are designing of innovative services, re-engineering of production processes, innovation, and product diversification. The goal is to enhance the competitiveness of micro-enterprises, to strengthen through a raising demand of innovation the metropolitan start-up ecosystem and the metropolitan productive fabric.



## 6 Background of the project and summary of learning activities

The learning activities of the FFWD Europe project have enabled the Metropolitan City to deepen the policies and practices relating to the creation, acceleration and scale-up of innovative start-ups in contexts where project partners operate, through the exchanges proposed by the project, and the knowledge of their good practices.

The analysis of practices, the comparison between the detected evidences and the capacity to intervene in the context of local policy, have highlighted the importance of institutional and decision-making contexts, overall programming framework, structured networks of interaction between the actors, the presence of a policy strategy shared by the entire system.

### 6.1 Relevant FFWD learning activities and good practices

The Metropolitan City took part in several learning events, organized both in the framework of the project and the Interreg program. Some considerations concerning the learning outcomes will be hereafter exposed, to emphasise the influence they had on the development of the action plan.

1. The participation to the Policy Learning event on research & innovation and SME competitiveness in Milan (in October 2017) allowed the Metropolitan City to focus on the current critical issues concerning innovation and competitiveness. The main lesson learned was that dedicated actions to support SMEs must be undertaken to better match the SMEs specificities, in order to be able to adapt to new trends and technologies to match the needs of the SMEs.
2. The participation to the Policy Learning Platform thematic workshop [Fostering entrepreneurship and business creation](#) in Sofia (in November 2018) was very useful to debate with the other participants, including one of our project partners (IFKA) the topic of access to funding. A shared need emerged to develop a pathfinder tool helping SMEs to identify relevant funding instruments on regional, national and European level. This event was a source of inspiration to reflect on the development of sub actions 1.3 and action 2.
3. The involvement in the staff exchange organised in Caen by the French partner AD Normandie (in March 2019) touched upon three different local best practices which were relevant for the comparative analysis of the innovation ecosystems, essential in the development of the Action Plan. The acceleration program FFWD Normandie, the accompaniment to internationalization

Xport accelerator, the program Normandie Incubation were presented. The most interesting aspects are the fast response capacity, the connection between counselling and assistance in the incubation phase and the continuing innovation.

4. The participation to the learning event organized by the German partner Nbank in Hannover (in September 2019) has been truly eye-opening about the need to develop a better coordinated public direction to provide the companies with direct financing tools.

The best practices presented by FFWD Europe project partners allowed the Metropolitan City to start a broad reflection about several viable solutions to address the shared critical issues facing the European SMEs and Start-ups. The analysis of the best practises was an essential source of inspiration, to start a conversation with the policy maker and the stakeholders about what kind of actions to develop, in order to tackle difficulties while improving the existing policy instruments.

Specifically, regarding the sub- actions 1.1 and 1.2 (start-up creation programme and mentoring), the best practices “A\*Eibt (start-up creation programme and mentoring)”, “Speed Up Murcia” of the Murcia Region, “Funding of Start-up Centers” of Nbank, “FFWD Normandie” of AD Normandie are the most relevant.

“A\*Eibt (accelerator program for technology-based companies)” provides the participating companies with the necessary training and advice to better their market placement and ability to participate in rounds of financing. It also includes an individualized mentoring service with experienced mentors with knowledge in different areas and access to Business Angels and Venture Capital.

“Speed Up Murcia” inspired the Metropolitan City to expand its point of view. Privileging the market and consumer point of view during the entire project's life cycle of start-ups is an essential feature to consider when envisioning a measure to support start-up creation and early stage development, essential to ensure the market viability of the innovative idea. Given the difficulty of accessing the market and meeting the real needs of consumers — highlighted also in the overview dedicated to start-ups in Piedmont — this aspect was considered particularly significant when designing sub-actions 1.1 and 1.2. Finally the program addresses unemployed professionals and therefore has social inclusion goals that are coherent with the ESF.

“Funding of Start-up Centers” represents an interesting reference point for Metropolitan City start-ups creation programme. A particularly important aspect is that this measure is integrated into the regional start-ups ecosystem and intertwined with other policy instruments, such as the accompaniment of the team of innovators who receive the regional scholarship (Gründungsstipendium). The systemic private and public effort underlying the support to the establishment of innovative start-ups in Lower Saxony was considered developing Action Plan’s sub-Action 1.1.

“FFWD Normandie” programme was looked over because it offers to the involved start-ups and SMEs expertise in the fields of governance, development, business strategy, digital transformation and human resources (provided by mentors and dedicated experts). The lack of specific competencies in these domains emerged as a critical issue, and the Metropolitan City chose to similarly address it in sub-actions 1.1 and 1.2.

Furthermore, concerning sub-action 1.3 (concerning access to finance) the best practises “Financial Office of the Regional Development Office of the Region of Murcia (INFO)”, “Speed Up Murcia” were the most influential. “Speed Up Murcia” Demo Days (pitching in front of investors) were taken as an example for Action 1.3 second line of intervention concerning the organisation of match making events. The work of the “Financial Office of the Regional Development Office of the Region of Murcia (INFO)” was extremely interesting as well since it provides public financial advice services in Start-ups’ seed or early stage phase, concerning the access to all types of possible financial solutions. Metropolitan City aims at providing a similar service of knowledge dissemination, through the first line of intervention of sub- action 1.3.

Another important best practice is the “Aquincum Incubator” of IFKA. This incubator is a unique, structured meeting platform between start-ups, business angels and competitive business entities. Aquincum Incubator offers a pool of domestic and international mentors and export promotion services, a broad network of business owners, a creative innovation environment. It has been taken as a clear example for the need for integration of the Action 1's sub-actions, to effectively provide useful support services to foster sustainable and lasting innovation.

Finally, the problem of the personalization of services provided to innovators teams and start-ups is one of the critical aspects highlighted by the partners best practices. The Metropolitan City, therefore, wish to apply this tailor-made approach to the accompaniment programmes all along the innovative start-ups' project's life cycle, in all the sub-actions of Action 1 (about business creation and business innovation).

The best practices “Funding of Start-up Centers” of Nbank, and more the generally the whole grasp of the activity of AD Normandie, learned through the above mentioned staff exchange and learning event have been a touchstone for reflecting upon the theme of the innovation policy actors system and developing action 2. They showed that a more effective structuring of networks of innovation policies actors at the metropolitan and regional scale is crucial. FFWD Europe learning process pointed out how the efficacy of the policies for business innovation and innovative business creation, which are always a multi-actor and multi-level processes, also and especially depends on the existence and strength of territorial networks.

Particularly, the online platform “Start-Up City” of NBank was interesting because it promotes the Hannover start-up ecosystem and the initiatives carried out by a plurality of actors. Metropolitan City will support a similar project being develop in the metropolitan territory, including it in Action 2 2 (about policy networks).

## 6.2 Lessons learned

The general assessments obtained are the following:

1. The parallel with foreign policies supporting the creation, acceleration and consolidation of innovative start-ups, at least in the most developed regions, has led to the conclusion that they are similarly developed and diversified;
2. However, stronger and more effective and efficient performances were detected in some key activities (such as matching between company and personalized service, the access procedures to forms of support made available by the public programs, the contributions delivery timing, the accessibility to the financial system)
3. The network of activities and actors supporting the creation, acceleration and growth of innovative start-ups in other regional contexts seems more cohesive and structured. The Piedmont context appears more fragmented, less structured and is characterized by spheres of activity that sometimes overlap each other. On the other hand, it is provided with a good level of adaptivity and creativity and has a good overall networking capacity at international level



## 7 Details of the Actions envisaged

These assessments have led the Metropolitan City and the project stakeholders to propose an Action Plan developed on two levels.

The first is devoted to improving and complement existing measures through activities addressed to enterprises.

The second level relates to actions aimed at a more efficient structuring of the interactions between existing networks to create a more structured system of relationships around an overall strategic framework that includes the entire entrepreneurial innovation cycle: from the creation of a company to its acceleration and scale-up. A (Public-private partnership policy) system that retains the flexibility and creativity needed to tackle in the national context some critical focal points such as:

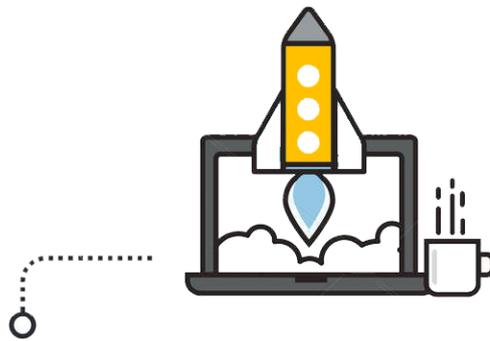
- the lack of access to finance;
- the integration between the already developed institutional activities directed to the creation of enterprises and the flaws of the acceleration system developed mainly in the private sphere;
- the integration of start-ups and innovative SMEs in the local traditional entrepreneurial fabric.

The pattern of actions to reach these goals is the following:

### Action 1 – Support tools for innovative business creation and business innovation

- Sub-Action 1.1 – Innovative start-ups Creation Programme
- Sub-Action 1.2 – Mentoring services
- Sub-Action 1.3 – Access to finance

### Action 2 – Innovation policies network for public and private stakeholders



# Action 1

## Support tools for innovative business creation and business innovation



## 7.1 Action 1 – Support tools for innovative business creation and business innovation

Action– 1	Support tools for innovative business creation and business innovation
<b>Policy instruments addressed</b>	<ul style="list-style-type: none"> <li>• ESF ROP 2014–2020 Axis 1 "Employment", Priority 8i, S.O. 1, Action 2 "Support services for innovative start–ups, spin–offs of public research"</li> <li>• Innometro project</li> </ul>
<b>Other policies and policy instruments considered</b>	<p>Ongoing funded by Piedmont’s ESF:</p> <ul style="list-style-type: none"> <li>• MIP program</li> </ul> <p>Ongoing financed by Piedmont's ERDF:</p> <ul style="list-style-type: none"> <li>• SCUP Support for consolidation and growth programs of start–ups</li> <li>• SMEs facilitation fund</li> <li>• Innovation Clusters – Bando PASS</li> </ul> <p>Ongoing fostered or carried by the Metropolitan City of Turin</p> <ul style="list-style-type: none"> <li>• MIP program</li> </ul> <p>Other synergistic and autonomous projects:</p> <ul style="list-style-type: none"> <li>• Turin Chamber of Commerce – Project "Mentoring for International Growth"</li> <li>• BioIndustry Park Silvano Fumero SpA – Discovery Next – Acceleration Services</li> <li>• I3P, 2i3T, Enne3, Pépinière d’Entreprises Espace Aosta – Start Cup Piedmont and Aosta Valley</li> <li>• Socialfare Srl Is – Fundamenta Program</li> <li>• Turin Finance Committee – Promotion of crowdfunding activities accompanied by mentoring activities for companies considered weak in terms of managerial skills (being activated)</li> <li>• Turin Finance Committee – Organization of training modules aimed at start–ups and SMEs to disseminate the skills needed to access funding opportunities</li> </ul>

<b>Specific objectives</b>	<ul style="list-style-type: none"> <li>• Creating new start-ups and developing seed or early stage innovative companies</li> <li>• Improving the skills of start-up companies and supporting of scaling process</li> <li>• Improving the exchange of know-how between start-ups and established companies</li> <li>• Strengthening the financial instruments to support the start-ups</li> <li>• Improving the skills of start-ups and SMEs in accessing financial instruments</li> <li>• Strengthening start-ups by facilitating their introduction into local markets through collaboration with traditional companies</li> </ul>
<b>Sub-Actions</b>	<ul style="list-style-type: none"> <li>• <b>1.1 – Innovative start-ups Creation Programme</b></li> <li>• <b>1.2 – Start-up mentoring</b></li> <li>• <b>1.3 – Access to finance</b></li> </ul>
<b>Inspiring FFWD Europe's best practices</b>	<ul style="list-style-type: none"> <li>• <b>A*Eibt (accelerator program for technology-based companies) – Centro Europeo de Empresas e Innovación de Murcia (Programma BIC EU)</b></li> <li>• <b>Speed Up Murcia – INFO (Regional Development Office of the Region of Murcia).</b></li> <li>• <b>Financial Office of the Regional Development Office of the Region of Murcia (INFO) – Regional Development Office of the Region of Murcia (INFO)</b></li> <li>• <b>Funding of Start-up Centers – State Development Bank of Lower Saxony (NBank)</b></li> <li>• <b>Aquincum incubator – IFKA Public Benefit Non-Profit Ltd. for the Development of Industry</b></li> <li>• <b>FFWD Normandie – Business acceleration programme – AD Normandie (Normandy Development Agency)</b></li> </ul>



# Sub-Action 1.1 Innovative Start-up Creation Program



### 7.1.1 Sub-Action – 1.1 Innovative Start-up Creation Program

<b>Action – 1</b>	<b>Support tools for innovative business creation and business innovation</b>
<b>Sub-Action – 1.1</b>	<b>Innovative Start-up Creation Program</b>
<b>Policy instruments addressed</b>	<ul style="list-style-type: none"> <li>• ESF ROP 2014–2020 Axis 1 "Employment", Priority 8i, S.O. 1, Action 2 "Support services for innovative start-ups, spin-offs of public research"</li> </ul>
<b>Description</b>	<p>To encourage the creation of new companies, with regard to creative and innovative enterprises, it is proposed to integrate and strengthen the services and tools available today.</p> <p>The action should implement new measures to create and support start-ups by:</p> <ul style="list-style-type: none"> <li>• testing and validating the value proposition of an entrepreneurial idea,</li> <li>• identifying the market of reference (also in the perspective of its internationalization) and the strategy to access it,</li> <li>• supporting the engineering of products.</li> </ul> <p>The sub-action has the aim of enhancing the experience of the MIP program by adopting the structure of its services, adapting it to needs of innovative start-ups.</p> <p>The Learning Activities of the FFWD Europe project have confirmed the importance of customised services in the accompaniment path and of the reactivity of the support agencies. Therefore, the Metropolitan City considers the certified incubators of the Regional List the most suitable subjects to develop all the accompaniment services.</p> <p>Metropolitan City states the importance of improving the response capacity and reduce the intervention schedule. It also considers that the current system of tailored follow-up of business creation needs procedures simplification to access services, reduction of the investigation time, timeliness of provision of the required consulting services.</p>
<b>Relevance to the project</b> Best practices considered	<ul style="list-style-type: none"> <li>• <b>A*Eibt (accelerator program for technology-based companies) – Centro Europeo de Empresas e Innovación de Murcia (Programma BIC EU)</b></li> <li>• <b>Speed Up Murcia – INFO (Regional Development Office of the Region of Murcia)</b></li> <li>• <b>Funding of Start-up Centers – State Development Bank of Lower Saxony (NBank)</b></li> <li>• <b>Aquincum incubator – IFKA Public Benefit Non-Profit Ltd. for the Development of Industry</b></li> </ul>

<b>Target groups</b>	<ul style="list-style-type: none"> <li>Aspiring entrepreneurs, seed and early stage start-ups</li> <li>Regional List's Certified Business Incubators as service providers to aspiring entrepreneurs and seed and early stage start-ups</li> </ul>
<b>Goals</b>	<p>Specific objectives to be pursued:</p> <ul style="list-style-type: none"> <li>creating innovative start-ups through an integrated accompaniment process;</li> <li>improving the entrepreneurial skills in innovative start-ups</li> <li>supporting the growth process of innovative start-ups</li> </ul>
<b>Project Activities</b>	<p>Design, implementation and reporting of an embedded set of activities:</p> <ul style="list-style-type: none"> <li>Territorial animation and scouting of innovative entrepreneurial proposals</li> <li>Support to entrepreneurship and advisory services to establish innovative start-ups</li> <li>Common training program (workshops, seminars, events on strategic issues such as storytelling, lean start-up, design thinking, branding, big data, negotiation techniques, team management and leadership, e-commerce, etc.)</li> <li>Expert counselling for the new-born start-ups</li> <li>Funding of new-born innovative start-ups development and business plans</li> <li>Voucher or other measures in favour of start-up for their participation in training and comparative initiatives at an international level (meetups, hackathons, open innovation initiatives, ...) to increase their knowledge of the sector of specific reference, to create synergies and collaborations, to strengthen their business ideas</li> <li>Monitoring and reporting</li> </ul>
<b>Expected results</b>	<ul style="list-style-type: none"> <li>Expansion of support of embedded services for the creation of innovative start-ups, also aimed at supplying the necessary staff to provide qualified services in a short and concentrated time (from the submission of the application to its handling, and then from the start of the support process to its completion)</li> <li>Improvement of managerial and management skills to favour the birth and strengthening of start-ups</li> <li>Strengthening the competitiveness and qualification of the local economic System thanks to the birth and consolidation of companies with a strong innovative impact.</li> </ul>
<b>Outputs</b>	<ul style="list-style-type: none"> <li>Measure Sheet relating to the initiatives to be implemented</li> <li>Innovative start-ups created and scaled up</li> <li>Implementation Reports</li> </ul>

<b>Indicators</b>	<p>Medium term (2021)</p> <ul style="list-style-type: none"> <li>• number of innovative entrepreneurial project's scouted by Regional Certified Incubators</li> <li>• number of innovative start-ups created and supported</li> <li>• rate of survival of engaged start up: rate of conversion from application to Business plan validation, to Start up registration (<i>indicator to be discussed with Piedmont Region as policy maker</i>)</li> </ul>	
<b>Timeframe</b>	<p><i>Implementation: 01/01/2020 – 31/12/2022 (medium term needed to effectively scout and accompany a start-up throughout its project's life cycle)</i></p> <p><i>Territorial animation and scouting: January – June 2020</i></p> <p><i>Start-up creation programme activities: April 2020 – December 2022</i></p> <p><i>Mid-term monitoring of the sub-action: November - December 2020</i></p> <p><i>Final monitoring of FFWD phase II: 31/12/2021</i></p>	
<b>Management</b>	<p><i>Policy Maker:</i></p> <p>Piedmont Region</p> <p><i>Monitoring and support:</i></p> <p>Metropolitan City of Turin</p> <p><i>Designing and Implementing partners:</i></p> <p>Regional Certified Incubators</p> <p><i>Other proposed project partners</i></p> <ul style="list-style-type: none"> <li>• Turin Chamber of Commerce</li> <li>• Turin Finance Committee</li> </ul>	
<b>Resources</b>	<p><i>Financing bodies, Type of financing</i></p> <p>Regional Operational Plan ESF 2014 – 2020 – Axis 1 "Employment" Priority 8i, O.S. 1 – Action 2 "Services in support of Innovative start-up, spin-off of public research"</p>	<p><i>Quantification of costs</i></p> <p>To be defined within the resources foreseen for Action 2, which amount to about 4 M€.</p>



# Sub-Action 1.2

## Mentoring services



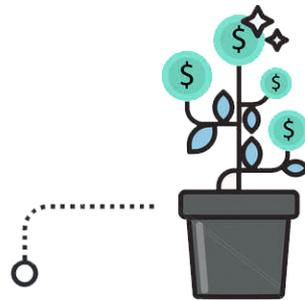
### 7.1.2 Sub-Action – 1.2 Mentoring services

<b>Action – 1</b>	<b>Support tools for innovative business creation and business innovation</b>
<b>Sub-Action – 1.2</b>	<b>Mentoring services</b>
<b>Policy instruments addressed</b>	<ul style="list-style-type: none"> <li>ESF ROP 2014–2020 Axis 1 "Employment", Priority 8i, S.O. 1, Action 2 "Support services for innovative start-ups, spin-offs of public research"</li> </ul>
<b>Description</b>	<p>The activities proposed here concern the creation of a new collaboration channel between established companies and the innovative start-ups, especially the early-stage ones, in the growing process.</p> <p>Metropolitan City suggests the implementation of a mentoring programme in which start-ups are mentored by the founders of consolidated innovative companies registered in the special section for start-ups and innovative SMEs of the Register of Companies at the Chamber of Commerce (to hereafter Register of Innovative Companies).</p> <p>The project is aimed at multiplying peer-to-peer know-how exchanges between mentors who are aware of business creation and scale-up programs, and innovative start-ups. It also aims to improve the response capacity reducing intervention times.</p> <p>The mentoring activity is strongly customised, therefore is to be carried out as a joint project by mentor and mentee, tailor-made on the specific development needs of start-ups. It may concern various aspects of the entrepreneurial activity, for example:</p> <ul style="list-style-type: none"> <li>improvement of the products and services offered by the start-ups to bring them closer to the needs of the potential clients and to the target markets;</li> <li>team building and detection of the advisors;</li> <li>validation of the Business Model;</li> <li>pitch preparation for investors and start-up Contest;</li> <li>building managerial and leadership skills</li> <li>launching of a Crowdfunding campaign;</li> <li>contacts with Business Angels, Venture Capitalists and Entrepreneurs;</li> <li>subsidised loans and bank loan search;</li> <li>access strategies to the foreign markets.</li> </ul>

	<p>The mentors must not only have proven long-standing entrepreneurial experience and technical skills, but also an attitude toward empathic listening, critical skills and communication and relational abilities. These attitudes enhance the relationship +between start-ups and mentors in the business context.</p> <p>Unlike coaching, which tends to focus on a missing skill or on a problem to be solved for relatively short periods, mentoring tends to develop over the medium to long term.</p> <p>For all these reasons the proposed activities pose several planning challenges:</p> <ul style="list-style-type: none"> <li>• The setting of a management tool of the mentorships. This function must guarantee, according to the received applications to the role of mentor, the profiling and construction of a data base of potential mentors, proposing matching between mentor and start-up, validating the shared mentorship project, coordinating and monitoring the mentorships;</li> <li>• Defining the value for the reimbursement of the mentors and the minimum service conditions to be guaranteed (such as meetings, which and how much remote communication, etc.).</li> </ul>
<p><b>Relevance to the project</b> Best practices considered</p>	<ul style="list-style-type: none"> <li>• <b>A*Eibt (accelerator program for technology-based companies) – Centro Europeo de Empresas e Innovación de Murcia (Programma BIC EU)</b></li> <li>• <b>Speed Up Murcia – INFO (Regional Development Office of the Region of Murcia)</b></li> <li>• <b>Aquincum incubator – IFKA Public Benefit Non-Profit Ltd. for the Development of Industry</b></li> <li>• <b>FFWD Normandie – Business acceleration programme – AD Normandie (Normandy Development Agency)</b></li> </ul>
<p><b>Target groups</b></p>	<ul style="list-style-type: none"> <li>• Innovative start-ups</li> <li>• Consolidated innovative companies registered in the Register of innovative Companies</li> </ul>
<p><b>Goals</b></p>	<p>Specific objectives to be pursued:</p> <ul style="list-style-type: none"> <li>• supporting the scaling process of Innovative start-ups</li> <li>• seed and early stage screening and critical issues detection</li> <li>• improving the exchange of know-how between start-ups and established companies</li> <li>• fostering the business development of start-ups</li> <li>• better start-up ecosystem</li> </ul>
<p><b>Project Activities</b></p>	<p>Design, implementation and reporting of an embedded set of activities:</p> <ul style="list-style-type: none"> <li>• Identification of qualifying criteria for the definition of mentors' requirements</li> </ul>

	<ul style="list-style-type: none"> <li>● Identification of the minimum contents of the mentorship: <ul style="list-style-type: none"> <li>▪ 50 hours per year</li> <li>▪ Temporal distribution to be defined in the call in order to ensure a suitable accompaniment over time</li> </ul> </li> <li>● Market inquiries to define the mentor's salary</li> <li>● Call for tenders to collect aspiring mentors and mentees applications</li> <li>● Selection of the founders of the companies inscribed in the Register of Innovative Companies interested in acting as mentors</li> <li>● Creation of a regional register of vetted start-up mentors which qualifies their mentoring skills</li> <li>● Selection of the innovative start-ups interested in the mentoring services provided by the project</li> <li>● 3 matching events between mentors and aspiring mentees</li> <li>● Designing of mentorship agreement</li> <li>● Validation of the mentorship agreement</li> <li>● Monitoring and coordination of the mentorships</li> <li>● Reporting (mentorships, failures, start-ups satisfaction, resources invested, impact)</li> </ul>
<b>Expected results</b>	<ul style="list-style-type: none"> <li>● Involvement of innovative start-ups and SMEs in the provision of mentorships and in the growing process of the innovative start-ups as a whole</li> <li>● Increase of innovative start-ups that go through the scaling process</li> <li>● Target: 25 mentorships per year</li> </ul>
<b>Outputs</b>	<ul style="list-style-type: none"> <li>● Measure Sheet relating to the initiatives to be implemented</li> <li>● Validated list of mentors</li> <li>● Tailored mentoring projects</li> <li>● Monitoring</li> <li>● Implementation Reports</li> </ul>
<b>Indicators</b>	<p>Medium term (2021)</p> <ul style="list-style-type: none"> <li>● number of Innovative Start-up mentee applications collected</li> <li>● number of Innovative start-ups and SME' mentor applications collected</li> <li>● number of matching events organized</li> <li>● number of validated mentorship agreements</li> <li>● number of start-ups mentored</li> </ul>
<b>Timeframe</b>	<p><i>Elaboration of the policy and preparatory procedures for the announcement phase:</i> 01/01/2020 – 30/06/2020</p> <p><i>Selection and matching phase:</i> 01/07/2020 – 31/12/2020</p>

	<i>Implementation: 01/01/2021 – 31/12/2021</i>	
	<i>Final monitoring: 31/12/2021</i>	
<b>Management</b>	<i>Policy Maker:</i> Piedmont Region  <i>Monitoring and support:</i> Metropolitan City of Turin  <i>Other proposed project partners</i> <ul style="list-style-type: none"> <li>• Piedmont Chamber of Commerce System</li> <li>• Regional List's Certified Incubators</li> </ul>	
<b>Resources</b>	<i>Financing bodies, Type of financing</i>	<i>Quantification of costs</i>
	Regional Operational Plan ESF 2014 – 2020 – Axis 1 "Employment" Priority 8i, O.S. 1 – Action 2 "Services in support of Innovative start-up, spin-off of public research"	To be defined within the resources foreseen for Action 2, which amount to about 4,5 M€.



# Sub-Action 1.3

## Access to finance



### 7.1.3 Sub–Action – 1.3 Access to finance

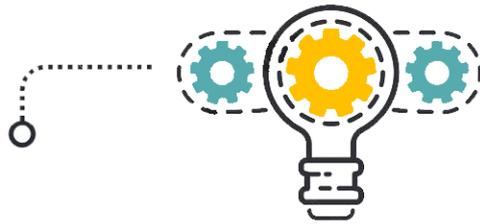
<b>Action – 1</b>	<b>Support tools for innovative business creation and business innovation</b>
<b>Sub–Action – 1.3</b>	<b>Access to finance</b>
<b>Policy instruments addressed</b>	<ul style="list-style-type: none"> <li>• Innometro project</li> </ul>
<b>Description</b>	<p>The difficulty in finding complete and easily accessible information on financial instruments is one of the critical issues for the development of new business ideas, especially at the seed and early stages. This aspect was highlighted discussing with local stakeholders and sharing views with project partners.</p> <p>On the demand side, there is a lack of skills to detect and interpret the available opportunities. On the supply side, initiatives are fragmented, insufficiently coordinated and poorly communicated.</p> <p>Besides, the offer is very often perceived as inadequate in terms of size, nature of the investments supported. Moreover, excessive management costs imposed on start–ups and SMEs by the procedures discourage an effective access to funding.</p> <p>Proposal of intervention on the access to financings must address start–ups but also micro enterprises and SMEs. It must target both their capacity to acquire and use information, and effective availability of public resources at the service of the companies.</p> <p>The activities of action 1.3 must be integrated with those of actions 1.2 e 1.3 to ensure a greater efficacy of the global intervention in the context of the Funding Life Cycle of the innovative start–ups.</p> <p>This sub–action consists of three different lines of intervention.</p> <p>The first line of intervention concerns the organization of training programs.</p> <p>The second line of intervention deals with the organization of a programme of matchmaking events, aimed at linking innovative start–ups more effectively with private financing opportunities. Events are to be dedicated to innovative start–ups, to financial operators and start–up ecosystem players.</p>

	<p>The last line of intervention (which explicitly targets the Innometro project) relates to the activation of sustainable demand for innovation by traditional micro-enterprises of the Metropolitan City through accompanying activities to the definition of their project of innovation and financial support for their implementation. The activities of the Action Plan that address the Innometro project are aimed, in particular, at facilitating contact between the beneficiary micro-enterprises and the start-ups and innovative SMEs to activate collaboration and partnership relationships that can strengthen the metropolitan start-up ecosystem.</p>
<p><b>Relevance to the project</b> Best practices considered</p>	<ul style="list-style-type: none"> <li>• <b>Financial Office of the Regional Development Office of the Region of Murcia (INFO) – Regional Development Office of the Region of Murcia (INFO)</b></li> <li>• <b>Speed Up Murcia – INFO (Regional Development Office of the Region of Murcia)</b></li> </ul>
<p><b>Target groups</b></p>	<ul style="list-style-type: none"> <li>• Micro-enterprises</li> <li>• Innovative Start-ups and SMEs</li> <li>• Financial institutions and Financial services</li> </ul>
<p><b>Goals</b></p>	<p>Specific objectives to be pursued are:</p> <ul style="list-style-type: none"> <li>• improving the skills of start-ups and SMEs in accessing financial instruments</li> <li>• improving the skills of start-ups and SMEs in using crowdfunding as a means of self-financing</li> <li>• strengthening the financial instruments to support start-ups</li> <li>• financially supporting collaboration projects between microbusinesses and innovative companies</li> </ul>
<p><b>Project Activities</b></p>	<p>Design, implementation and reporting of some of these possible measures:</p>
<p><i>Training programs</i></p>	<ul style="list-style-type: none"> <li>• Training and tutoring to improve the ability of start-ups to resort to crowdfunding as a self-financing activity</li> <li>• Financial literacy programs for new entrepreneurs dealing with budget management, credit management, evaluation of investment alternatives, management of financial and non-financial risks of business operations to strengthen management capabilities. To be integrated with the activities of actions 1.1 and 1.2</li> </ul>
<p><i>Matchmaking Events</i></p>	<ul style="list-style-type: none"> <li>• Organisation of match-making events (e.g. venture forums, investment pitches, opportunity days) specialising in selected professional investors, to be presented with small start-ups panels. To be integrated with the activities of actions 1.1 and 1.2 (<i>to be checked</i>)</li> </ul>

	<ul style="list-style-type: none"> <li>• Organisation of Workshop series with start-up ecosystem public actors, banks and financial institutions (and their acceleration programs) to figure out how to align credit scoring models with the start-ups' needs (e.g. the creditworthiness evaluation of new business initiatives may include the capacity to generate future cash-flows, not just historical information). To be integrated with the activities of actions 1.1 and 1.2</li> </ul>
<i>Innometro project</i>	<ul style="list-style-type: none"> <li>• Implementation of a financial relief program in favour of micro-enterprises of the metropolitan territory, also addressing start-ups and innovative companies for the elaboration and realisation of innovation projects for micro-businesses</li> <li>• The set of activities provided by this project intervention are: <ul style="list-style-type: none"> <li>▪ <b>Accompanying processes to develop micro-enterprises' innovative ideas:</b> <ul style="list-style-type: none"> <li>– Advice and guidance on the setting up of innovative ideas, project development and scouting of technologies</li> <li>– Advice in developing relationships/networking and in identifying the research centre, innovative SME or start up that will form the innovative project or will provide the product</li> <li>– Assistance in drafting the innovative plan</li> <li>– Support in accessing financial instruments</li> </ul> </li> <li>▪ <b>Financial relief program</b> <ul style="list-style-type: none"> <li>– Support to product and/or process innovation projects having a value of around 5,000.00 EUR up to 50,000.00 EUR</li> <li>– Addressed to micro-businesses located mainly in the Metropolitan City of Turin area</li> <li>– Implemented by research centres, universities, incubators as well as start ups</li> <li>– Consisting of: granting of a zero-rate loan with one-year pre-amortization and a maximum total duration of 60 months; granting of a non-repayable grant of 20% of the eligible amount to be paid in full within 60 days from the end of the financed intervention</li> </ul> </li> </ul> </li> </ul>
<b>Expected results</b>	<ul style="list-style-type: none"> <li>• Increased start-up capability (particularly seed and early-stage) to access finance both public and private through diversified instruments (tenders, banks, crowdfunding, venture capital, etc.).</li> <li>• Development of innovative projects by start-ups in favour of traditional micro-enterprises funded by public sector</li> <li>• Development of collaborative relationships and partnerships between innovative start-ups and traditional micro-enterprises</li> <li>• Offering start-ups and SMEs appropriate forms of financing that offer an adequate amount of resources to deal with the start-up and implementation phases of their business project</li> </ul>
<b>Outputs</b>	<ul style="list-style-type: none"> <li>• Measure Sheets relating to the initiatives to be implemented</li> <li>• Training and tutoring programmes</li> </ul>

	<ul style="list-style-type: none"> <li>• Financial support issued to Innovative start-ups and SMEs</li> <li>• Micro-enterprises innovation projects drawn up with innovative start-ups and enterprises/research centres</li> <li>• Match-making events programme</li> <li>• Workshops with start-up ecosystem public actors, banks and financial institutions</li> <li>• Monitoring and reporting</li> </ul>
<b>Indicators</b>	<p>Medium period (2021)</p> <ul style="list-style-type: none"> <li>• Number of training meetings</li> <li>• Number of attendants to training meetings</li> <li>• Number of Matchmaking Events</li> <li>• Number of financed innovative projects for micro-enterprises</li> <li>• Total amount granted to all innovation projects</li> <li>• Amount granted per innovation project</li> </ul>
<b>Timeframe</b>	<p><i>Implementation: 01/01/2020 – 31/12/2022</i></p> <p><i>Training programmes and matchmaking events: June 2020 – December 2021</i></p> <p><i>Innometro project – call for projects: January – March 2020</i></p> <p><i>Innometro project - Accompanying processes: March 2020 – June 2021</i></p> <p><i>Innometro project - Financial relief programme: March 2020 – October 2021</i></p> <p><i>Final monitoring for FFWD Europe phase II: 31/12/2021</i></p>
<b>Management</b>	<p><i>Policy Maker:</i></p> <p>Piedmont Region</p> <p>Metropolitan City of Turin (for Innometro project)</p> <p><i>Monitoring:</i></p> <p>Metropolitan City of Turin</p> <p><i>Implementing Partner:</i></p> <p>Turin Finance Committee</p> <p>Finpiemonte S.p.a.</p> <p><i>Other Proposed Project Partners:</i></p> <ul style="list-style-type: none"> <li>• Turin Chamber of Commerce</li> <li>• Order of Chartered Accountants and Accounting Experts</li> <li>• ABI</li> <li>• University of Turin – Department of Management</li> </ul>

<b>Resources</b>	<i>Financing bodies, Type of financing</i>	<i>Quantification of costs</i>
	For the training programme to be partially found in the budgets of Metropolitan City of Turin	Estimated costs for the training programme around 25.000 € for two years
	For Matchmaking Events to be found through project partners (to be checked)	Estimated costs for Matchmaking Events to be determined
	For the Financial support of microbusinesses through innovative projects: budget of the Metropolitan City of Turin	Estimated costs for the Financial support 2.000.000 € (earmarked between 2020 to 2021)



## Action 2

# Innovation policies network for public and private stakeholders



## 7.2 Action 2 – Innovation policies network for public and private stakeholders

Action – 2	Innovation policies network for public and private stakeholders
<b>Actual Policies Description</b>	<p>In Piedmont the network of activities and actors supporting the creation, acceleration and growth of innovative start-ups on the one hand appears fragmented, little structured and it is characterized by spheres of activity that sometimes overlap each other. On the other hand, it is provided with a good level of adaptivity and creativity and has a good overall networking capacity at international level</p>
<b>Specific objectives</b>	<ul style="list-style-type: none"> <li>● Strengthening synergies between the various players in the ecosystem that is conducive to the creation of new businesses, with regard to creative and innovative enterprises</li> <li>● Construction of a system of interaction between actors of shared innovation policies</li> </ul>
<b>Inspiring FFWD Europe’s best practices</b>	<ul style="list-style-type: none"> <li>● <b>Funding of Start-up Centers – State Development Bank of Lower Saxony</b></li> <li>● <b>Regional funding entities in Normandy – AD Normandie</b></li> </ul>
<b>Description</b>	<p>Strengthening the synergies between the various actors of the ecosystem is strongly necessary to make the regional area more conducive to the emergence of new businesses, and their long term survival. The sustainability of the actions foreseen under Action 1 of the Action Plan depends, among other things, on an improvement in the reference framework for policies.</p> <p>The activities of this action are aimed at promoting spaces to co-design innovation policies, as well as at collaborating in their implementation and management. They should address all the meaningful institutional actors and private strategic decision-makers from Piedmont.</p> <p>Action 2 concerns the organization of shared programs of meetings, conferences and events, and the formulation of collaboration agreements between actors aimed at systematizing an inclusive method for the construction of shared policies in the innovation domain.</p>

	<p>The Metropolitan City supports the construction of this system to be driven by co-designing and comprehensive management of the online platform for Piedmont start-ups and aspiring entrepreneurs with innovative business ideas promoted by the Turin Finance Committee. The online platform will be a dynamic portal providing information about all the subjects of the ecosystem, managed by an expert of the Turin Finance Committee.</p> <p>The Turin Finance Committee at the Turin Chamber of Commerce works to develop a competitive environment that fosters the growth of financial skills of the territory, allowing companies, especially SMEs, easier access to financial markets. The Committee can count on an associative base of 15 representatives of Piedmont's economy and finance, including 9 effective members and 6 honorary associates. Therefore, the Metropolitan City means to solicit a steadier and more coordinated action of the committee, posing special attention to the role played by the Region.</p> <p>In time, the online platform should be the main point of access to public and private resources made available by the regional start-up ecosystem. It should be a flagship project, around which to gather all the actors animating the regional innovation landscape, to realize effective cooperation.</p>
<p><b>Target groups</b></p>	<ul style="list-style-type: none"> <li>● Actors of innovation policies</li> <li>● Start-ups and innovators</li> <li>● Innovative SMEs</li> <li>● Public Administrations</li> </ul>
<p><b>Goals</b></p>	<p>The proposal has the following objectives:</p> <ul style="list-style-type: none"> <li>● Improving the innovation policies of institutions, their coherence and integration</li> <li>● Building a shared approach to the definition and management of innovation policies</li> </ul>
<p><b>Project Activities</b></p>	<p>Design, implementation and reporting of initiatives concerning:</p> <ul style="list-style-type: none"> <li>● Activities aimed at establishing a permanent coordination (also by strengthening existing entities) to develop differentiated but complementary policies by different territorial actors.</li> <li>● Collaboration agreements between actors aimed at structuring an inclusive method for the construction of shared policies</li> <li>● Collaboration in updating, expanding and disseminating the use of the online platform</li> </ul>

<b>Expected Results</b>	<ul style="list-style-type: none"> <li>• Construction of a structured network between the actors of innovation policies</li> <li>• Creation of more straightforward and more effective access to public and private resources for the creation and growth of innovative start-ups, which can support innovators teams and entrepreneurs throughout their project's life cycle</li> </ul>
<b>Outputs</b>	<ul style="list-style-type: none"> <li>• Events, public meetings and workshops with public bodies and stakeholders involved in economic development</li> <li>• Permanent coordination table (or strengthening of an existing forum) to develop differentiated but complementary policies by the different territorial actors</li> <li>• Collaboration agreements between actors aimed at structuring an inclusive method for the construction of shared policies</li> <li>• Online platform as a single point of access to the resources of the regional start-ups' ecosystem</li> </ul>
<b>Indicators</b>	<p>Medium term (2021)</p> <ul style="list-style-type: none"> <li>• number of events, public meetings and workshops</li> <li>• number of collaboration agreements</li> <li>• number of actors involved in the collaboration agreements</li> <li>• number of actors involved in the maintenance of the start-up online platform</li> <li>• web site data traffic</li> </ul>
<b>Timeframe</b>	<p><i>Implementation: 01/01/2020 – 31/12/2021</i></p> <p><i>Final monitoring of FFWD phase II: 31/12/2021</i></p>
<b>Management</b>	<p><i>Coordination:</i></p> <p>Piedmont Region</p> <p>Metropolitan City of Turin</p> <p><i>Design and Implementing Partner:</i></p> <p>Turin Finance Committee</p> <p><b>Others project Partners:</b></p> <ul style="list-style-type: none"> <li>• Turin Chamber of Commerce/ Piedmont Chambers of Commerce System</li> <li>• City of Turin</li> <li>• Regional Certified Incubators</li> <li>• Order of Chartered Accountants and Accounting Experts</li> <li>• Italian banking association (ABI)</li> <li>• University of Turin – Department of Management</li> </ul>

<b>Resources</b>	<i>Financing bodies, Type of financing</i>	<i>Quantification of costs</i>
	Staff costs	Staff costs
	Turin Finance Committee sustains the costs of Online platform design and implementation	Estimated costs for the platform (design, development, testing, implementation, maintenance and management): 40.000 EUR (earmarked between 2020 to 2021)
	Events organisation costs will be distributed among project partners	To be defined. Range of estimated costs: 4,000 – 6.000 EUR

## 8 FFWD Europe Action Plan for the Piedmont Region signature list

Piedmont Region — as managing authority of the policy instrument addressed by FFWD project – *ESF ROP 2014–2020 Axis 1 "Employment", Priority 8i, S.O. 1, Action 2 "Support services for innovative start-ups, spin-offs of public research"* — signs the final Action Plan presented by the Metropolitan City of Turin as project partner of Fast Forward Europe Project.

*Dott. Arturo Faggio*

*Direttore della Direzione Istruzione, formazione e lavoro  
Regione Piemonte*

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*Metropolitan City of Turin in its capacity of managing the resources addressed to Innometro project*

*Dott.ssa Valeria Sottili*

*Dirigente della Direzione Attività produttive  
Città Metropolitana di Torino*

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*The following Stakeholders supported the Metropolitan City of Turin throughout its participation to Interreg Europe FFWD Europe Project, and currently endorse the action plan presented and will follow closely the steps towards its implementation*

*CCIAA Torino*

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*Comitato Torino Finanza*

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*I3P*

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*2i3T*

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*ODCEC Torino*

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*Finpiemonte*

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*SME-UNITO*

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