# Overcoming the business support jungle: the one stop shop initiatives Experiences from the PURE COSMOS project

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## Challenges: PUblic authorities Role Enhancing COmpetitiveness of SMEs



- Supporting SMEs.
- Reducing the weight of public administration.







#### Partnership and results





- 8 Partners
- 45 GPs
- 10 Study visits
- 8 Peer reviews
- 8 Import workshop









## Regional Action Plan. A tool for the partner resulting from local and interregional exchange







## Overcoming the business support jungle Catalonian One Stop Shop





#### **About Catalonia**





**7,5M**Inhabitants



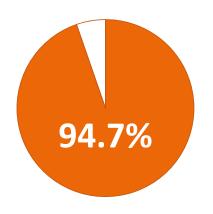
316.000

Civil servants and employees from all administrations

#### The Catalan economy



606.512 companies with workplace (11/10/2018)



of companies with fewer than 10 workers and more than half have no employees

#### **About Catalonia**





#### State

(Administración General del Estado)

Constitution law, taxes



#### Regional

(Generalitat de Catalunya)
Workplace approval

# 3 levels of Public administration



#### Local

(city council)

Activity approval

Opening a business in Catalonia was a long and complicated process



### **Catalan OSS**

## Business is in the center

#### OSS:

The only reference point for entrepreneurs, business and intermediaries in their relationship with the Administration.



**Integration services** 

Multiadministration

**Unified processing** 

**Network** 

**Multichannel** 

Speed and efficiency

#### Implementation: What have we done so far?



#### Legal scope

Law 16/2015 of simplification:

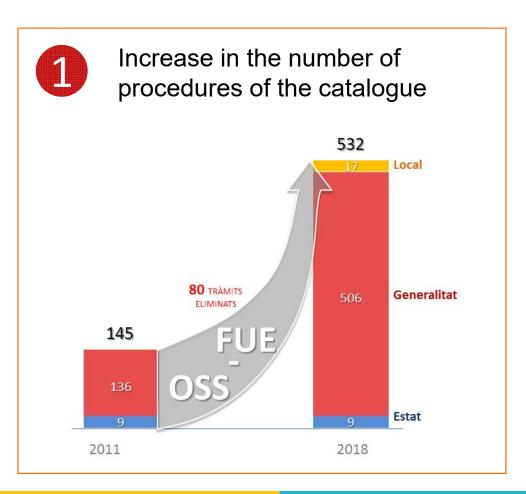
develops the One Stop Shop model, oriented for the entrepreneurs. Implementation of the OSS in the territory

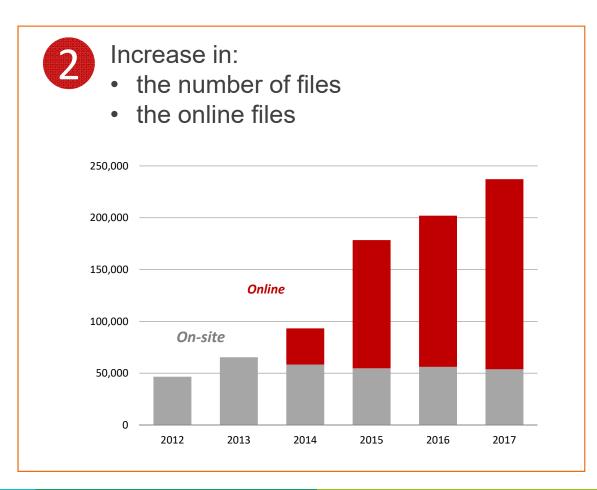
2018: 916 city councils incorporated in the OSS, this represents a 97% out of the total.

#### Implementation: What have we done so far?

## 4

#### Organizational scope





#### Implementation: What have we done so far?



#### TIC scope



#### canalempresa.gencat.cat:

Reference channel for those procedures affecting the economic activity.

784.452 Website visits

**2.971.542** Web page views

361.119

Electronic files made through the portal during 2018

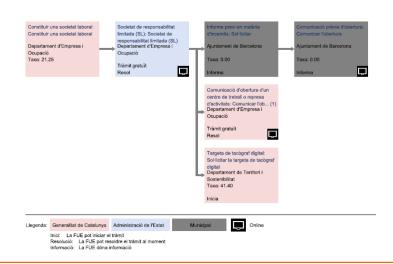


87.270

Companies with their personalized data in "My folder"

**Q** Guided search of the procedures:

A tool focused on entrepreneurs, who can quick and easily know which procedures apply to their needs, by answering a set of questions.





### Where are we going to?





#### The company MUST CONTROL his DATA:

- Only once principle
- Working with data instead of forms
- Achieving coherence: to standardize information and define a common language for all the players.

#### Transparency:

- Offering enterprises all data we have
- Knowing in an easy way and multi-device which formalities they have done and to know the state of them in each moment.

#### Offering new services

- Companies: financing and other advisory services, support and help to innovation and internationalization.
- Intermediaries: managing roles of professional presenters





#### IN COURSE:

new Law on the promotion of economic activity in the digital environment

encourage **technological change** to use a more agile and efficient data and **add value** to the services provided to companies and professionals.



#### **Main Obstacles overcomed**



The cross-departmental-administration level nature of the project, which affects a large number of actors in different government authorities



Modifications to the regulatory framework are required to ensure that this simplification has a significant impact on entrepreneurs.





The modification process is long and tedious, given the numerous regulations involved





The need for new technological platforms to facilitate new forms of processing based on the change in the relationship model



Resistance to change in some of the units responsible for the procedures.

The leadership in those cases not always have been strong enough.



### **Transferability**

#### **Transferability**





OSS project is perfectly transferable to other European states or regions as they share the same model of intervention in economic activity:

- Different levels of government
- Similar legal framework
- Administrative difficulties that companies have to open a business are shared in most other countries

## Transfer of Catalonia's OSS Good Practice

to Genoa





#### The skyline of Genoa at the start of PURE COSMOS



CAPITALIZING on the Municipality's previous experience: e-payment platform (p@goPA) one stop shop for productive activities (Enterprise in one day)

ACHIEVE progressive integration & standardization of processes



1 peer review in Genoa March 2017
2 study visits in Barcelona November
2017 and March 2018
1 Import workshop in Genoa July 2018



#### **ISSUES**

fragmentation

no procedural uniformity

resistance to change



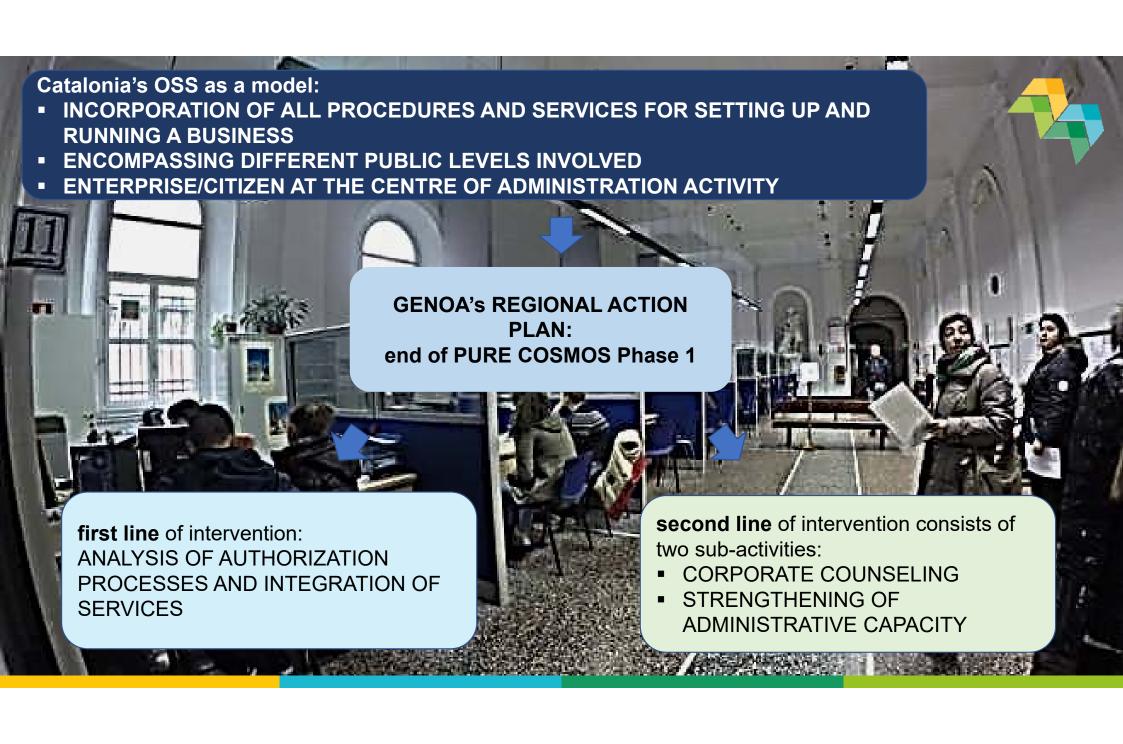


#### **OPPORTUNITIES**

reingeneering of processes

standardization of processes

actions of change management



rationalization of economic development front office

**Back office** integration

Objective for 2020: endto-end system for processes & services for Construction Industry



#### **ANALYSIS OF PROCESSES SO FAR ADDRESSED**



## **Economic Development**



## OSS for Construction Industry



Occupation of public spaces, Driveway permits etc.

### Assessment of administrative processes

Reconnaissance of authorization processes, through nterviews and technical roundatables:

- Players involved and roles
- Activities
- Fluxes of information
- Models of interaction among players (internal/external)
- Support tools (software, apps, office automation tools)



#### **OUTPUT**

- ✓ Synthesis document of assesment
- ✓ Map of authorization processes
- √ Responsibility, matrix

#### Assessment of IT

Reconnaissance and analysis of existing softwares in use for authorization procedures:

- OSS for Productive Activities (SUAP)
- OSS for Enterprise (SUIP)
- OSS for Construction Industry
- IT system for administrative management of Driveway Permits
- IT system for administrative management of occupation of public spaces, surface digging etc.

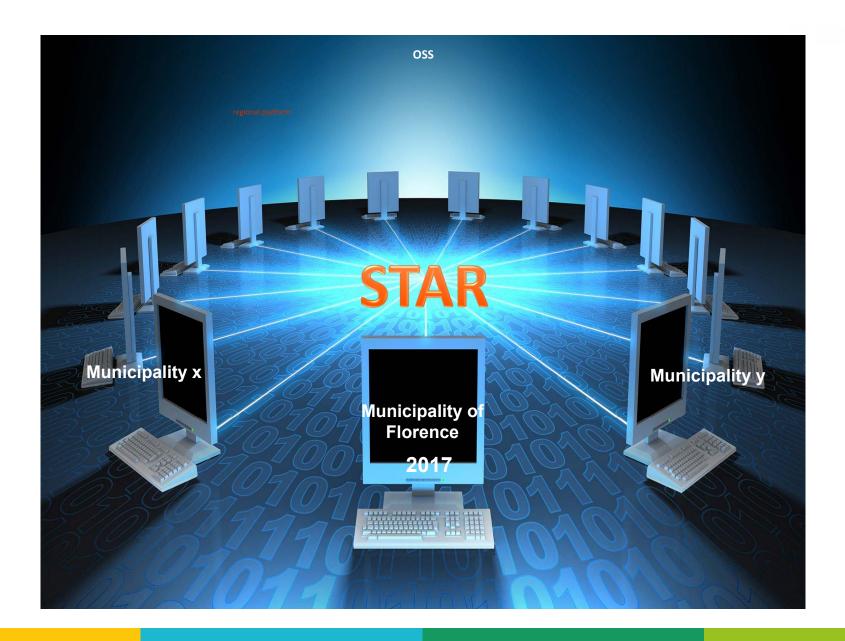


✓ Applicative map of authorization processes

## Transfer of Catalonia's OSS Good Practice to Florence







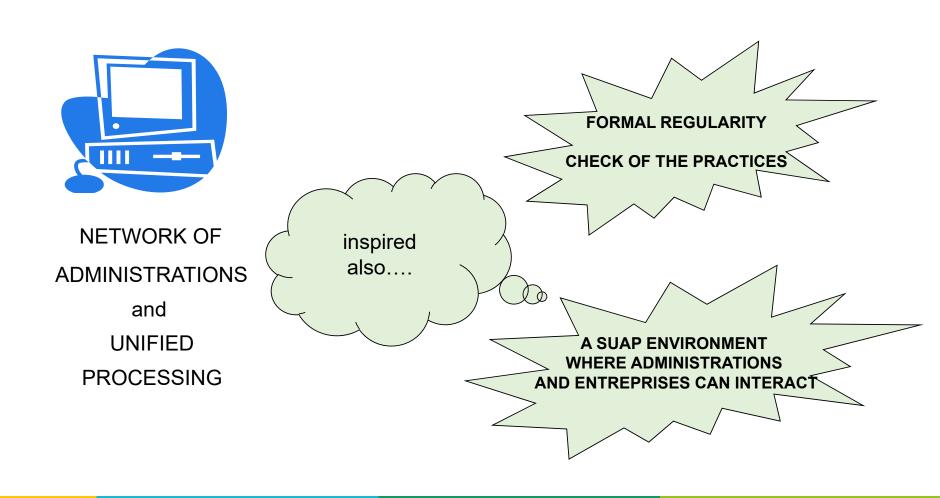




YEAR	PEC (certified electronic mail) MUNICIPALITY OF FLORENCE	ON LINE MUNICIPALITY OF FLORENCE	STAR TUSCANY REGION
2014	63%	37%	
2015	43%	57%	
2016	24%	76%	
2017	22%	69%	9%
2018	19%	55%	26%



#### From the Catalan experience... and beyond ...?





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