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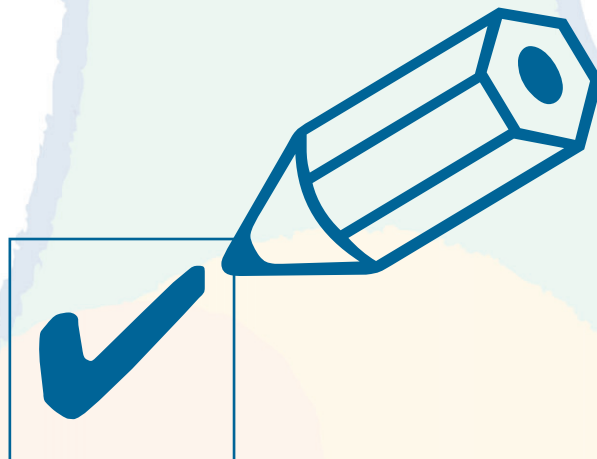


Committee of the Regions

# Survey

SME-friendly Regions and Cities  
Survey of EU local and regional  
authorities

June 2012  
Final Report



**Final Report:**  
**Survey of the Europe 2020 Monitoring**  
**Platform on SME-friendly Regions and**  
**Cities**

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It does not represent the official views of the Committee of the Regions.**

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# Executive Summary

The results of the CoR Survey on ‘SME-friendly Regions and Cities’<sup>1</sup>: (a) contribute to the preparation of the CoR Opinion on the proposed Programme *Competitiveness of enterprises and small- and medium-sized enterprises (2014-2020)*, Rapporteur Witold Krochmal, to be adopted on 9 and 10 October 2012; (b) will be published on the Europe 2020 Monitoring Platform website as the final report on the survey; and (c) will feed into the third CoR Monitoring Report on Europe 2020 (to be presented in December 2012).

## *SMEs hit hard by the crisis*

The **present financial and economic crisis** is generally seen by Local and Regional Authorities (LRAs) as having a **negative impact on SMEs** in their region. Moreover, the **nature of the impact** is seen as **quite diverse**. The most pressing effect mentioned by the respondents was **job losses**. **Financial issues** (such as decrease in investment or liquidity), **falling demand** (such as decrease in consumer demand or orders), and **declining performance** (such as decrease in production or R&D) were some of the main effects.

## *How respondent cities and regions have reacted so far*

LRAs have introduced a series of **measures to help SMEs address the crisis**. Key measures include **supporting entrepreneurs and new start-ups**; support through **information, advice and consultancy**; and **promoting innovation**. Financial support and administrative simplification were given less emphasis.

To **adequately respond to the crisis**, the **majority of respondents** claimed to have **adjusted their existing regional policy making**. With regard to policy integration from the European to the national level, the Small Business Act’s “Think Small First” principle was integrated into many of respondents’ policies in a variety of ways.

**Most respondents reported that local and regional authorities are supporting SMEs** in their region **in a variety of ways**. From the seven specific objectives asked in the questionnaire (these objectives are: a) improving access to new markets and fostering international growth (within and beyond the European Union), b) ensuring easier access to financing for SMEs, c) helping

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<sup>1</sup> The survey was launched on 12 March 2012 with a final deadline of 23 April 2012, by the Committee of the Regions’ Europe 2020 Monitoring Platform ([www.cor.europa.eu/europe2020](http://www.cor.europa.eu/europe2020)). In total, 41 questionnaires were submitted by LRAs and other stakeholders from 17 EU Member States (Including one response from Croatia, which will join the EU on the 1<sup>st</sup> of July 2012.).

address the regional skills mismatch, d) promoting entrepreneurship as a career path, e) improving internet access, f) e-government services for SMEs, g) facilitating innovative activity and marketing of its results), most respondents supported at least five of them. The most commonly mentioned objectives were “**ensuring easier access to financing for SMEs**” and “**promoting entrepreneurship as a career path**”. Access to the internet and e-government services were given less attention.

### *The need for a friendly business environment for SMEs*

The picture of **whether regional or city legislation provides an SME-friendly environment** is rather mixed: While more than a third of respondents said that their legislation is conducive to setting up or developing SMEs, a few argued that legislation has a somewhat negative effect (e.g. high taxes in general, or specifically on setting up new enterprises). Among the **main aspects** covered by legislation conducive to SMEs are the tax system and **improved and simplified administration. Legal changes** at European, national and/or sub-national level were mostly suggested for **simplifying and improving administration**.

### *Next steps*

**Most respondents** feel that **specific policy domains should be targeted** to help SMEs become more competitive regionally. More than a quarter of them support SMEs in **innovation and R&D**, and a considerable number also help with **training and education, access to finance, internationalization and international cooperation**. One priority is to concentrate these efforts on certain sectors.

Of the objectives identified by the European Council to **improve the situation of SMEs**, more than two thirds of respondents agreed that **access to finance** is most important, followed by **promoting entrepreneurship** and **cutting red tape**.

### *Expectations regarding the COSME Programme*

Generally, the **COSME Programme** for Competitiveness of Enterprises and SMEs<sup>2</sup> that begins in 2014 was perceived as **positive and helpful** by the vast majority of the respondents. The most frequently mentioned **potential benefits of COSME** for the region or city were **access to finance**, a **boost** to the

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<sup>2</sup> The new Programme for the Competitiveness of Enterprises and Small and Medium-sized Enterprises (COSME) will run from 2014 to 2020, with a planned budget of €2.5bn (current prices). The Commission’s proposal will be discussed by the European Parliament and the Council, which must agree to adopt it. COSME should start on 1 January 2014.

**economy**, and entry into **new or niche markets**. The **biggest challenges** for the programme were said to be the **low level of awareness** among entrepreneurs and **reaching and supporting suitable companies**. Moreover, some of the respondents reported that administrative work was a potential barrier to participation for interested companies. Therefore, to raise awareness of the programme, **better advertising** and **provision of advice and assistance** could **make it easier for companies to participate**.



## QUESTION 1 – The financial crisis

*Please summarise the current impact of the financial and economic crisis on enterprises in your area, especially SMEs.*

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Overall, **almost all respondents reported** that the financial and economic crisis was having a **negative impact** on SMEs in their region.

The most common effects were **job losses** followed by **problems with financing and investment**. When categorising effects, most respondents pointed to **financial issues** (such as decreased investment or liquidity, etc.), **falling final/customer demand** (such as decreased consumer demand or orders), and **deteriorating performance** (such as decreased production or R&D) as some of the main effects of the global financial crisis on SMEs in their region.<sup>3</sup>

Interestingly, **some respondents reported a more differentiated picture of different sectors**, whereas the majority reported the impact for all SMEs in the their region. Respondents who reported information on specific sectors presented a more detailed picture on the divergent effects and performance data of sectors.

Notably, one respondent also mentioned positive aspects of the crisis (an increase in the number of SMEs registered).

**Glasgow City Council, United Kingdom:** The impact of the financial and economic crisis on Glasgow since 2008 can be summarised as followed: weak demand; limited access to finance which inhibits business investment; inflation; falling real household incomes; and slow economic recovery in many of our key trading partners.

**German-speaking Community in Belgium/Regional Economic Development Agency, Belgium:** In general, enterprises in the area are grappling with lower demand, and postponed investment and financing of projects. Moreover, SMEs with nine or fewer employees have proven particularly vulnerable to bankruptcy.

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<sup>3</sup> As stated in the report from the Europe 2020 Monitoring Platform survey “[Anti-Crisis Policies in Regions and Cities Two Years On](#)” among the most pressing issues with regard to SMEs during and after the financial crisis were “difficulties in access to credit”, “liquidity problems” and “business closures and bankruptcies”.

## QUESTION 2 – Measures to address the crisis

*Have you taken any specific measures to help SMEs address the crisis since 2008?*

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Generally, measures implemented by local and regional authorities were very diverse and tailored to local conditions. **Several respondents said that they had a regional or local strategy** that had been drawn up in response to the crisis.

In the questionnaires analysed, the most commonly mentioned measure to help SMEs cope with the crisis was **promoting entrepreneurs or entrepreneurship and new start-ups**. In addition, many respondents proposed offering support in the form of **information, advice and consultancy** to SMEs. Another essential measure was to promote **innovation** and **competitiveness** in business and production. **Training** for workers and **creating knowledge** were considered highly important. Furthermore, **promoting the economy** overall was favoured, as was **promoting R&D** and forging networks.<sup>4</sup>

**Supporting SMEs financially** or **making it easier to access financing**, and **promoting administrative simplification**, were mentioned as significant measures to cope with the financial crisis. The use and availability of European funding was addressed by some of the respondents that used EU funding for regional and local initiatives (e.g. Interreg, ERDF). However, most respondents did not report specific funding sources for measures implemented at regional and local level.

**Murcia Region Development Agency, Spain:** Several measures have been implemented with a view to solving obstacles faced by SMEs. These measures include providing entrepreneurs with alternative sources of funding, simplifying legal regulations, personalised advice and specialised training and mentoring schemes for entrepreneurs, upgrading skills in business plans, and education in economics.

**Skåne, Sweden:** A task-force has been set up and works with the regional government.

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<sup>4</sup> As stated in the report from the Europe 2020 Monitoring Platform survey “[Anti-Crisis Policies in Regions and Cities Two Years On](#)” the most common measures to combat the financial and economic crisis introduced by regions and cities were financial support for SMEs, followed by investment in R&D, support for the competitiveness of the industrial base, and measures to support the most vulnerable.

**Marshall's Office of Wielkopolska Region, Poland:** A number of strategic programmes have been adopted and implemented with the aim of making the region's economy more innovative and competitive. One of the priorities of the region is to establish innovative enterprises and to make products and services more competitive. Another priority is to further internationalise the region by helping Wielkopolska companies to expand into foreign markets, thereby enhancing the regional economy.

**Swedish Association of Local Authorities and Regions (SKL), Sweden:** The SKL has run a number of training sessions and comparative measurements between the business climates in different local authorities. The aim of the training sessions was to simplify the conditions for running businesses in local authorities and to increase awareness among local government officials of conditions for businesses and their role in society.

**Aragones Federation of Municipalities, Regions and Provinces (FAMCP), Spain:** FAMCP has submitted the European project Interreg IVC "SMART" + mini programme for SME innovation and promotion, in which the organization is lead partner and collaborates with five other European regions.

## QUESTION 3 – Rethinking regional policy making

*To what extent do you believe that the crisis has forced your region/city to rethink the regional policy making (process) on entrepreneurship and to apply the Small Business Act's "Think Small First" principle?*

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**Most respondents** claimed to have **made amendments to their existing regional policy making** in order to respond to the crisis. In some cases, **no amendments were made**, mainly due to **lack of (financial) resources** or because the **situation for SMEs was already favourable before the crisis** and needed no adjustments. In a few cases, the adjustment of policies was the responsibility of national authorities and regional and local authorities were unable to make changes. In several cases, it was not clear whether amendments to existing policies had been made.

However, the **Small Business Act's "Think Small First" principle was integrated into many respondents' policies**. In fact, the most frequently mentioned aid for SMEs was general support and specific measures for economic performance. Other forms of support mentioned by some include

giving advice and assistance to entrepreneurs and SMEs, and measures to promote innovation and internationalization.

Generally, respondents indicated a **variety of ways to integrate the “Think Small First” principle** into regional and local policies, and some of them are covered by a number of initiatives and projects (see Appendix II).

**Galician Institute for Economic Promotion (IGAPE), Spain:** Since SMEs account for over 95% of the Galician business sector, supporting them has always been a prime objective of the Galician regional government’s economic policy, even before the current crisis. Economic promotion of SMEs consists of a wide range of support, instruments, assistance and services. It is nevertheless true that the current crisis has put more emphasis on making Galician businesses more competitive and more international. To this end, IGAPE is running various projects and schemes to make Galician SMEs more open to new markets and thereby increase their exports.

**Marshall Office of the Wielkopolska Region, Poland:** “Supporting the SME sector involves promoting creativity and innovation; fostering HR development at enterprises; providing entrepreneurs with advice and information; and ensuring financial support instruments based on the needs of SMEs. This action has been incorporated into binding strategic documents that apply to the region. Therefore, the crisis has not led to any changes in the way entrepreneurship is supported”.

**Preston City Council, United Kingdom:** Preston City Council has been reviewing its procurement processes and procedures with the aim of simplifying them to encourage local enterprises to become suppliers to the local authority where possible. The City Council also works with the Chamber of Commerce to promote the Small Business Act.

## QUESTION 4 – Objectives for SMEs

*Please state which of the following objectives for SMEs are supported by your local/regional authority. For each item selected, please state briefly what form this support takes: a) improving access to new markets and fostering international growth (within and beyond the European Union), b) ensuring easier access to financing for SMEs, c) helping address the regional skills mismatch, d) promoting entrepreneurship as a career path, e) improving internet access, f) e-government services for SMEs, g) facilitating innovative activity and marketing of its results, h) others (please specify).*

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Several **respondents** reported that **five of the seven aforementioned objectives are supported by their local/regional authority**. Some **respondents** did not explicitly mention support in the form of concrete initiatives or programmes for any of the listed objectives, **but stated that general support** is provided by their local or regional authorities.

According to the majority of respondents, the objectives that received **most support** by local or regional authorities include **securing easier access to financing for SMEs** and **promoting entrepreneurship as a career path**. These objectives are followed by improving access to new markets and fostering international growth, facilitating innovative activity and marketing of its results, and helping address the regional skills mismatch mentioned by 22, 21, and 21 respondents, respectively. Other objectives that received attention include **improving internet access** and **e-government services for SMEs**.

**Preston City Council, United Kingdom:** With regard to the objective *e-government services for SMEs* the Preston City Council encourages SMEs to use its website to pay business rates and make licensing applications online. Furthermore, an online property database has been set up for businesses looking for locations in Preston, and an online business directory which enables businesses to locate local suppliers of goods and services.

**Barcelona Activa, Spain:** In order to support the objective of introducing e-government services for SMEs, Barcelona Activa created a webpage that allows SMEs to manage on-line all the procedures a company may need when dealing with City Council administration.

More specifically, **respondents explicitly named** the following **forms of support** as measures to address the aforementioned objectives for SMEs. Several of the respondents indicated that they set up **schemes** to provide

**coaching, advice or support** for various matters (setting up business start-ups, information on loan guarantees).

**Glasgow City Council, UK:** The Glasgow City council offers entrepreneurship training and advice through the Business Gateway network, the Prince's Scottish Youth Business Trust, and Digital Enterprise Glasgow in partnership with universities and colleges in the area and Creative Scotland.

**Apindustria Venezia, Italy:** Apindustria Venezia has fostered relations with credit institutions and regional and provincial bodies to define and promote appropriate forms of financing and policies to support SMEs.

More than a quarter of respondents created or favoured creating **platforms, networks** or international fairs to foster **collaboration and knowledge sharing** among SMEs and entrepreneurs and **marketing of products**, among other aims.

**Galician Institute for Economic Promotion (IGAPE), Spain:** In cooperation with the Confederation of Galician Entrepreneurs (CEG), IGAPE is setting up a network of enterprise platforms in markets of greatest interest to Galician businesses.

**City of Erlangen, Germany:** The IDS (International Distribution and Sales) Marketing Network advises and supports smaller, innovative firms on how to market medical technology products abroad. Furthermore, the Financial Advisors Network, together with employers' organizations and others, helps companies better manage their funding and find the resources they need.

A reasonable number of respondents identified rather **comprehensive regional strategies or programmes** addressing economic development overall, or in particular support for SMEs in various ways (e.g. access to finance, human skills development such as education and life-long learning, facilitating innovation).

**Moravian-Silesian Region, Czech Republic:** With regard to the objective *facilitating innovative activity and marketing of its results*, the Moravian Silesian Region has drawn up a Regional Innovation Strategy (RIS).

**City of Eindhoven, The Netherlands:** The Brainport 2020 Strategy comprehensively addresses a series of objectives such as achieving a "match" between people and work as we strive to help people engage in life-long learning or facilitate innovative activity and marketing.

**Murcia region Development Agency, Spain:** The Region of Murcia, which initiated a whole set of programmes, drew up a "Science, Technology and

Innovation Plan” and a “Cluster promotion strategy” to promote the upgrading of skills in SMEs and all forms of innovation.

## QUESTION 5 – Legislation

*How SME friendly is your legislation (including your system of taxation)?  
What legal changes could be introduced at European, national and/or  
subnational level to improve the situation for businesses?*

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When asked about SME friendly legislation, a **considerable number of respondents** (13 out of 37 respondents) said that some of their **legislation provided an SME friendly environment**. Four respondents said that the high taxes imposed by their legislation were making it more difficult to set up or develop SMEs. The **main areas** covered by legislation that helped SMEs included the **tax system** and **improved and simplified administrative procedures**, mentioned by five and four respondents respectively.

Sixteen respondents suggested **legal changes** at European, national and/or subnational level to improve the situation for businesses. More specifically, **most suggestions focused on administrative simplification** (e.g. speeding up procedures for setting up new enterprises, or simpler, quicker responses when communicating with public authorities). The following ideas were also mentioned: a standardised or lighter tax regime, better access to finance and improved labour legislation, and better labour migration policy (i.e. better recruitment and integration of people from outside the EU).

**City of Achim, Germany:** The city of Achim suggests a number of legislative changes to promote the single market and strengthen growth and innovation. These include: standardised national tax regimes and legal frameworks for business activities, promotion and simplification of freedom of establishment, and better recruitment and integration of people from outside the EU in the competition for talent.

**Parliament of Catalonia, Spain:** Through the Guide to Good Practice for the Preparation and Review of Regulations with Impact on Economic Activity (GBP), the region of Catalonia aims to remove unnecessary obstacles to the development of economic activity and improve SME competitiveness more generally.

**Krapina Zagorje County, Croatia:** With regard to legal changes, the county of Krapina Zagorje argues for powers over fiscal and monetary policy and labour legislation.

## QUESTION 6 – Specific economic activities

*In order to increase regional competitiveness, should you target specific economic activities for support? If so, what are these economic activities?*

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**Most respondents stated that they took specific measures** to boost regional competitiveness. More than a quarter of respondents provide support for SMEs in **innovation and R&D**, while a considerable number also focus on **training and education, access to finance, and internationalisation and international cooperation**.

In terms of specific sectors, **less than a third** of respondents mentioned **the need to support** i) the **creative industries/education/R&D sector**, ii) the **transport sector**, iii) the **biotechnology sector**, and iv) the **information and communication technology sector**. The agricultural, food, manufacturing, energy, and textile sectors were also mentioned.

**Moravian-Silesian Region, Czech Republic:** With regard to specific activities related to access to finance, the Moravian-Silesian Region proposed “...the use of repayable financial instruments such as micro-credits and revolving funds, or greater involvement of risk capital”.

**City of Achim, Germany:** The City of Achim recommends the expansion of service centres for young self-employed people to “...make it easier to set up companies, share experiences, overcome difficulties in the start-up phase and forge networks”.



## QUESTION 7 – Measures to support growth

*The European Council recently identified a series of urgent measures for supporting growth, in particular SMEs. Among others, the following objectives were identified: a) Strengthening the Single Market, b) Completing the Digital Single Market by 2015 (in particular: boosting confidence in online trade; providing better and cheaper broadband coverage), c) Reducing administrative and regulatory burdens, d) Removing external trade barriers and ensuring better market access and investment conditions outside the EU, e) Improving access to finance, f) Delivering top-quality business support services, g) Promoting entrepreneurship, h) Promoting the development of an effective EU-wide venture capital regime, i) Making more effective use of pre-commercial public procurement to support innovative and high-tech businesses.*

*To what extent could these actions improve the situation for SMEs in your region/city? Can you suggest any other action?*

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**Almost all respondents stated that measures targeting at least one of the aforementioned objectives could improve the situation of SMEs.**

Measures to *improve access to finance*, followed by *reducing administrative and regulatory burdens* and *completing the Digital Single Market by 2015* were mentioned as particularly important for improving the situation of SMEs.

The **majority of respondents** said that **access to finance** (e.g. access to venture capital) followed by **promoting entrepreneurship** (e.g. by incorporating elements to promote entrepreneurship into the relevant curricula) and **reducing administrative and regulatory burdens** (e.g. simplifying or reducing administrative and regulatory burdens when setting up companies), cited by 24 and 23 respondents respectively, **could improve the situation of SMEs** in their region. Other specific objectives mentioned include completing the digital single market by 2015 and making more efficient use of pre-commercial public procurement to support innovative and high-tech businesses.

**Apindustria Venezia, Italy:** In addition to the aforementioned objective, the amount of financing "...should be proportional to the size of the enterprise and not defined 'at the outset'"; it should be based on actual requirements and not on theoretical projections.

**City of Achim, Germany:** In particular, if the aforementioned measures formed part of a much-needed overall package, they would be very helpful in strengthening business culture and developing the grassroots of business.

**Murcia region development agency, Spain:** One way of promoting entrepreneurship suggested by Murcia Region is to address the difficulties faced by unsuccessful entrepreneurs (second chances) on the one hand, and to accommodate and work with different business models (i.e. social economy businesses, cooperatives and similar legal forms such as social entrepreneurship) on the other.

Some contributions also highlighted challenges, like the one in the box below.

**Urban District of Tczew, Poland:** With regard to better and cheaper provision of broad band coverage, "...it should be pointed out that activities to improve computer use and skills in using the internet for various purposes, including study and work, have been wrongly downgraded". Furthermore, concerning the use of public procurement to support businesses, "public procurement rules need to be reviewed, for while they protect competition and combat corruption, they sometimes give rise to practices that are irrational and damaging to firms".

## QUESTION 8 – COSME Programme

*The COSME Programme for Competitiveness of Enterprises and SMEs will replace<sup>5</sup> the current CIP (2007-2013) and will have a budget of EUR 2.5 billion from 2014 to 2020<sup>6</sup>.*

*Please comment on: a) the potential benefit of the COSME programme for your region, b) the challenges relating to its implementation, c) the action that the national, regional and local authorities in your country could take to make COSME a success story, d) the role that the local partners of the Enterprise Europe Network or other business support providers could play with respect to COSME.*

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The **COSME Programme** was generally perceived as **positive and helpful** by the vast majority of the respondents. In a few cases, there was either no or too little awareness of the programme, and in only two cases was their scepticism about the value of the programme.

The **potential benefits of COSME** for regions or cities most commonly mentioned by respondents were **access to finance**, a **boost to the economy**, and entry into **new or niche markets**. Respondents generally had high hopes for the programme as a way of helping, supporting and promoting SMEs. The **biggest challenges** for the programme, however, were said to be the **low level of awareness** among entrepreneurs and the possibility of **reaching and supporting** suitable companies. **Administrative burdens** were reported as another obstacle for potentially interested SMEs. Some respondents stressed the need for national, regional and local authorities to **raise awareness** of the COSME Programme and to simplify legal and organisational procedures. **Better advertisement of COSME** was also desired for the Enterprise Europe Network (EEN), as was **provision of advice and assistance** for SMEs.

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<sup>5</sup> Compared to the CIP, COSME places a greater emphasis on overcoming the direct obstacles that SMEs face when setting up a business, accessing foreign markets or looking for business information and advice. The programme's five key actions are: (1) Access to finance for SMEs through dedicated financial instruments; (2) Enterprise Europe Network: a network of business service centres; (3) Entrepreneurship (supporting transnational networks and knowledge sharing); (4) Improving framework conditions for the competitiveness of enterprises and policy development; (5) Internationalisation of SMEs.

<sup>6</sup> More information at: <http://ec.europa.eu/cip/cosme/>.

**Moravian-Silesian Region, Czech Republic:** One particular benefit of the COSME programme is that it is a further step in the development of SME policy, and that it supports SME competitiveness in line with the objectives of the Small Business Act and the Europe 2020 strategy. Another benefit is the emphasis on improving SME access to equity and loans. Financial instruments for growth, including new equity and debt platforms to provide equity facility and loan guarantees, will enable SMEs to access funding more easily.

**Locality of Kose, Finland:** “The objectives of the programme look good from a regional perspective. The challenge will be to involve SMEs in the programme’s projects. Success will require a much lighter administrative burden, especially for SMEs”.

**Krapina Zagorje County, Croatia:** “The benefit could potentially be huge, but it is a challenge to inform and prepare SMEs”.

**Barcelona Activa, Spain:** “COSME should have a territorial dimension and cities must be involved in the procedure to implement it since cities have a core role in promoting SMEs. Cities are engines of growth in Europe. They will also be the engines of recovery. Supporting entrepreneurship and helping small business to grow will be key to achieving both the Europe 2020 strategy goals and territorial cohesion. In sum, policies that address the needs of SMEs need to fully recognise this diversity and fully respect the principle of subsidiarity”.

**Preston City Council, United Kingdom:** For Member States participating in COSME, it will be important to ensure that procedures are the same across all Member States and that there are national contact points or helpdesks which provide information and assistance to SMEs. It will also be important to simplify administration of the programme and to establish and maintain an active exchange of experience among Member States to learn from each other. National, regional and local authorities could set up local fairs/forums organised by public partners which bring together entrepreneurs, business angels and private investors and establish tailor-made programmes organised by cities to encourage creation of companies in strategic local economic sectors. Local partners of the Enterprise Europe Network (EEN) could promote COSME to encourage participation by local SMEs and entrepreneurs. It is also essential that the EEN be appropriately resourced to support COSME.

## Appendix I - List of respondents

No.	Country	Organisation
1	Austria	City of Vienna
2	Belgium	German-speaking Community in Belgium/ Regional Economic Development Agency
3	Croatia	Krapina Zagorje County
4	Czech Republic	Moravian Silesian Region (Moravskoslezský kraj)
5	Czech Republic	Moravian Silesian Region (Moravskoslezský kraj)
6	Denmark	Region Syddanmark - Syddansk Vækstforum (Southern Region – Southern Growth Forum)
7	Estonia	Locality of Kose
8	Finland	Uusimaa Regional Council
9	Germany	City of Achim
10	Germany	City of Erlangen
11	Germany	City of Stuttgart
12	Germany	Department of economic development of the city of Bonn
13	Ireland	Border, Midland and Western Regional Assembly
14	Italy	Apindustria Venezia
15	Italy	Province of Rome
16	Italy	Regione Lombardia (Lombardy Region)
17	Lithuania	Lietuvos savivaldybių asociacija (Lithuanian Association of Municipalities)
18	Netherlands	City of Eindhoven
19	Poland	Agency for Economic Development of Gdansk City
20	Poland	Institution supporting academia and business
21	Poland	Łódz Region (Voivodeship)
22	Poland	Marshal Office of Warmia and Mazury in Olsztyn
23	Poland	Marshall Office of the Pomerania Region
24	Poland	Marshall Office of the Wielkopolska Region
25	Poland	Municipality of Tczew
26	Slovakia	Nitra Self-Governing Region
27	Slovakia	Trenčiansky samosprávny kraj – Trenčín Region
28	Spain	Barcelona Activa
29	Spain	City of Alcalá de Guadaíra
30	Spain	European Grouping for Territorial Cooperation Galicia - Norte Portugal (GNP-EGTC)
31	Spain	Extremadura Assembly
32	Spain	FAMCP (Aragones Federation of Municipalities Regions and Provinces)
33	Spain	Galician Institute for Economic Promotion (IGAPE),

		Regional Ministry of Economy and Industry of the regional government of Galicia
34	Spain	Murcia region development agency
35	Spain	Parliament of Catalonia
36	Sweden	Region Skåne
37	Sweden	Regionala utvecklingsledningen (Regional Development Management)
38	Sweden	Solna stad (City of Solna)
39	Sweden	Sveriges kommuner och Landsting (Swedish Association of Local Authorities and Regions)
40	United Kingdom	Glasgow City Council
41	United Kingdom	Preston City Council

## Appendix II - List of regional/local initiatives reported in contributions

<b>German-speaking Community in Belgium/ Regional Economic Development Agency, BE</b>	
Stimulating Innovation	This project aims to support SMEs to become more innovative and strengthen their position in the marketplace. A consultancy has been set up to assist enterprises when introducing innovations, improve their organisation and build up networks with research institutions and other partners. In addition, workshops and brokerage events are organised to support these networking activities.
<b>Barcelona Activa, ES</b>	
One-stop-shop office for businesses	The business advice office will be set up in Barcelona very shortly. The office will help SMEs to carry out procedures required by the authorities when setting up a business (currently under development). <b>Website:</b> <a href="http://w42.bcn.cat/web/en/noticies-i-premsa/noticies/actives/Business-Advice-Office-to-be-set-up-in-Barcelona.jsp">http://w42.bcn.cat/web/en/noticies-i-premsa/noticies/actives/Business-Advice-Office-to-be-set-up-in-Barcelona.jsp</a>
Blended model to support Entrepreneurs at the Barcelona Activa Entrepreneurship Centre	The innovative blended model offers universal support to entrepreneurs. The model combines online content, executive training for entrepreneurs and expert coaching on innovation environments to achieve significant critical mass, results and impact while ensuring cost efficiency.
Barcelona Creixement (Barcelona Growth)	<i>Barcelona Creixement</i> focuses on overcoming the negative effects of the economic crisis and establishing measures and policies to lead the city to economic growth. The initiative is structured into several round tables that generate specific measures. <b>Website:</b> <a href="http://www.w2.bcn.cat/creixement/en/grups-treball">www.w2.bcn.cat/creixement/en/grups-treball</a>

Entrepreneurship	<p>The programme aims to facilitate the creation of new businesses with potential for growth, with an emphasis on the development of strategic sectors and entrepreneurship as an engine for social inclusion.</p> <p><b>Website:</b>  <a href="http://www.barcelonanetactiva.com/barcelonanetactiva/en/company-creation/index.jsp">http://www.barcelonanetactiva.com/barcelonanetactiva/en/company-creation/index.jsp</a></p>
Business Growth	<p>The programme aims to create conditions that promote the sustained growth of innovative companies in the city through internationalization, access to funding, cooperation and better business strategy.</p> <p><b>Website:</b>  <a href="http://www.barcelonanetactiva.com/barcelonanetactiva/en/growth-and-consolidation/index.jsp">http://www.barcelonanetactiva.com/barcelonanetactiva/en/growth-and-consolidation/index.jsp</a></p>
<b>European Grouping for Territorial Cooperation Galicia - Norte Portugal (GNP-EGTC), ES</b>	
First Open Days – Local Event of the Galicia-Norte de Portugal Euroregion – Integrating Spaces – Cross-border challenges of Europe 2020	<p>The 1<sup>st</sup> OPEN DAYS aims to raise awareness among European authorities for the need for cross-border and interregional cooperation by presenting examples of good practice in strategic priorities and exchanging knowledge and experience.</p> <p><b>Website:</b>  <a href="http://www.gnpaect.eu/multimedia/adjuntos/1331303176.pdf">http://www.gnpaect.eu/multimedia/adjuntos/1331303176.pdf</a></p>
Workshop: “Mobility in the Euroregion Galicia-Norte de Portugal”: Problems and Solutions	<p>Strategic priorities for mobility and transport have been drawn up in this workshop. Three priority projects were developed in this area to help resolve or minimize problems facing citizens of the Euroregion.</p> <p><b>Website:</b>  <a href="http://www.gnpaect.eu/multimedia/adjuntos/1332841060.pdf">http://www.gnpaect.eu/multimedia/adjuntos/1332841060.pdf</a></p>
Business Angels: Informal investors in risk capital – business initiatives in the Euro-region Galicia-Norte de Portugal	<p>In December 2011, the EGTC Galicia-North Portugal organized a meeting for entrepreneurs and potential private investors of the Euroregion in Porto.</p> <p><b>Website:</b>  <a href="http://www.gnpaect.eu/multimedia/adjuntos/1332840740.pdf">http://www.gnpaect.eu/multimedia/adjuntos/1332840740.pdf</a></p>



<b>FAMCP (Aragones Federation of Municipalities Regions and Provinces), ES</b>	
Interreg IVC “SMART” + mini programme	The project is a programme for SME innovation and promotion, in which FAMCP is a lead partner and works with five other European regions. <b>Website:</b> <a href="http://www.smartplusinnovations.eu">www.smartplusinnovations.eu</a>
<b>Instituto Galego de Promoción Económica (IGAPE), ES</b>	
IGAPE-ICO-Entidades budget line	Entrepreneurs and SMEs that promote investments using funding from one of the budget lines of the 2008 Business Promotion Programme of the Official Credit Institute (ICO) can obtain an additional subsidy from IGAPE. <b>Website:</b> <a href="http://www.investingalicia.com/index.php?lang=en">http://www.investingalicia.com/index.php?lang=en</a>
2010 Re-Emprende Programme	IGAPE gives grants (co-financed by the European Regional Development Fund) to entrepreneurs who promote projects involving investment of between EUR 50 000 and 1 500 000. <b>Website:</b> <a href="http://www.investingalicia.com/index.php?lang=en">http://www.investingalicia.com/index.php?lang=en</a>
Re-Invirte Ferrol facility	The <i>Re-Invirte Ferrol</i> facility gives financial support to SMEs in the hospitality, trade, tourism and service sectors in the regions of Ferrol, Eume and Ortegal. <b>Website:</b> <a href="http://www.investingalicia.com/index.php?lang=en">http://www.investingalicia.com/index.php?lang=en</a>
Re-Solve+ Programme	The Re-Solve+ programme offers a subsidised and approved line of finance for the self-employed, micro-enterprises and businesses. <b>Website:</b> <a href="http://www.investingalicia.com/index.php?lang=en">http://www.investingalicia.com/index.php?lang=en</a>
Re-Bote Programme	The Re-Bote Programme is a guarantee line to help SMEs and larger companies obtain access to additional operational financing. Funding is provided via credit lines, discounts, factoring and confirming. <b>Website:</b> <a href="http://www.investingalicia.com/index.php?lang=en">http://www.investingalicia.com/index.php?lang=en</a>
Re-imaXina Programme	The <i>Re-imaXina</i> programme provides a finance line to help Galician SMEs, entrepreneurs and micro-enterprises to set up investment projects, both for the start-up of new businesses and to improve the competitiveness of existing businesses or companies. <b>Website:</b> <a href="http://www.investingalicia.com/index.php?lang=en">http://www.investingalicia.com/index.php?lang=en</a>

Innoempresa Programme	The basic aim of the programme is to help Galician SMEs to become more innovative and competitive by undertaking projects (individually or jointly) in the fields of business management, technology and organisation.
Galicia Network of Enterprise Platforms for overseas business (PEXGA Network)	The PEXGA Network is a joint initiative of the Confederation of Galician Entrepreneurs and IGAPE, designed to provide Galician businesses with high value-added services in foreign trade. <b>Website:</b> <a href="http://www.investingalicia.com/index.php?lang=en">http://www.investingalicia.com/index.php?lang=en</a>
<b>Murcia Region Development Agency, ES</b>	
Plan Emprendemos	Entrepreneurship plan aimed at fostering an entrepreneurial attitude and skills among young people and making them aware of the possibility of starting a business, by integrating entrepreneurship into school and university curricula.
Project EJE	Focuses on the role of Murcia's <b>secondary</b> schools in fostering an appetite for entrepreneurship, team work and a culture of risk among students while showing them how to set up a company.
Project EME	The initiative focuses on <b>primary</b> schools to develop an appetite for entrepreneurship, team work and a culture of risk among students while showing them how to set up a company.
Project FP Emprende	The initiative focuses on the system of <b>vocational training in the region</b> to develop entrepreneurialism, team work and a culture of risk among students while showing them how to start-up a company.
Training schemes for entrepreneurs	The initiative entails seminars and speeches on subjects linked to entrepreneurship, like entrepreneurial skills and attitude. Regional entrepreneurs participate where possible.
Occupational training courses for unemployed people	Deals with the implementation of the regulatory framework to combat unemployment at regional level, via the Regional Ministry of Education, Training and Employment. "Enterprise and entrepreneurship" modules are integrated into every occupational training qualification.
Business idea competitions	Murcia organized several competitions in 2011, including: <ul style="list-style-type: none"> <li>▪ The "University entrepreneurs competition";</li> <li>▪ The fifth celebration of the "Emprendedor XXI award";</li> <li>▪ "Yuzz.org" prize for IT based companies;</li> <li>▪ "EmprendeGO" competition for innovative ideas promoted by young entrepreneurs;</li> </ul>

	<ul style="list-style-type: none"> <li>▪ “FP Emprende award”: vocational training on entrepreneurial skills;</li> <li>▪ “Imagine a different company” initiative and “Business in my school”;</li> <li>▪ “Creces XXI award”;</li> <li>▪ Fundación Repsol, “Entrepreneurs Fund”.</li> </ul>
New support initiatives to be launched in 2012	<ul style="list-style-type: none"> <li>▪ “Entrepreneur of the month wanted” (premio “emprendedor del mes”), sponsored by the regional government (INFO Murcia)</li> <li>▪ Crowdfunding CEEIM: risk capital fund for entrepreneurs to be officially established and made available</li> </ul>
Pool of business intermediate organisations	<p>The pool provides full support to entrepreneurs at every stage of the start-up process and the business life cycle (creation, placement, access to funding, training and consolidation).</p> <ul style="list-style-type: none"> <li>▪ Regional network of incubators for female entrepreneurial initiatives</li> <li>▪ Regional network of local business incubators</li> <li>▪ CEEIs Programme: European Business Centers</li> <li>▪ Other most recent placements: Technology Park and Science Park</li> <li>▪ First stop desk for entrepreneurs: Oficina del emprendedor, which aims to offer access to basic information and signposting facilities to any entrepreneur in the region. The office maximises efficiency while guaranteeing continuity and coordination of services</li> <li>▪ Social Entrepreneurship initiatives developed by AMUSAL, UCOMUR and other intermediate bodies</li> <li>▪ European SME Week 2011 organised under the national campaign “European SME Week 2011”</li> <li>▪ INFO-Expertia 2011 senior coaching</li> <li>▪ Soft Landing Club for entrepreneurs: placement available in EBN in the world</li> </ul>
Financial support for entrepreneurs	<p>These initiatives ensure that every entrepreneur with a good idea has access to sufficient funding, irrespective of his social group or unsuccessful initiatives in the past.</p> <ul style="list-style-type: none"> <li>▪ Financial programmes available for entrepreneurs over 2011 were Credits ENISA, Micro-credits 2011, Credits ICO, Credits NEOTEC</li> <li>▪ MURCIA-BAN: Business Angels Network</li> <li>▪ Venture capital Murcia-Emprende</li> </ul>

	<ul style="list-style-type: none"> <li>▪ “Seal of Quality” for entrepreneurial projects</li> </ul>
Ventanilla Única empresarial	One stop shop for companies and entrepreneurs.
Red PuntoPyme	Business information networks providing local services to companies and entrepreneurs.
Make public administrations responsive to SMEs’ needs	<ul style="list-style-type: none"> <li>▪ e-Administración: simplifying regional administration, “Mis trámites en internet”</li> <li>▪ On-line training platform Form@carm, training opportunities for entrepreneurs, the unemployed and employees</li> <li>▪ “INFO-Directo project”</li> <li>▪ Reducing time and costs in setting up a company: New PAIT service</li> </ul>
Facilitate SMEs’ participation in public procurement, and improve SME access to government support	<p>The aim is to introduce SME-friendly measures across this area by facilitating access to information through centralised websites, interactive web pages, and other forms of e-procurement.</p> <ul style="list-style-type: none"> <li>▪ Regional Consultative Body for Public Procurement</li> <li>▪ “E-Portals for tendering / grants procedures”</li> <li>▪ “Oportunidades de Negocio”: linking SMEs to large companies for goods and services procurement</li> </ul>
Facilitate SME access to finance and develop a legal and business environment conducive to timely payments in commercial transactions	<p>Improving SME access to finance is a key priority for public administrations responsible for supporting SMEs, especially in the present difficult socio-economic circumstances.</p> <ul style="list-style-type: none"> <li>▪ Línea Ágil ICREF – SMEs in 2011</li> <li>▪ MURCIA-BAN: Business Angels Network</li> <li>▪ Regional Guarantee scheme UNDEMUR</li> <li>▪ Venture capital Murcia-Emprende</li> </ul>
Help SMEs to take advantage of opportunities offered by the Single Market	<ul style="list-style-type: none"> <li>▪ Cecarm service: enabling e-commerce and e-signature opportunities in the single market.</li> <li>▪ PERAL Service: protection of intellectual property rights, trade marks, patents, etc.</li> </ul>
Initiatives to upgrade labour skills	<ul style="list-style-type: none"> <li>▪ Vocational training schemes</li> <li>▪ Network of business intermediary bodies organising training for the unemployed and employees</li> <li>▪ On-line training platform Form@carm</li> </ul>

<p>Services to boost innovation in manufacturing</p>	<ul style="list-style-type: none"> <li>▪ Science, Technology and Innovation Plan</li> <li>▪ Industrial Plan</li> <li>▪ Facilitating companies' access to RDT+I: Pyme + i service</li> <li>▪ DirecTTO, regional technology marketplace</li> <li>▪ Intellectual property rights: PERAL service</li> <li>▪ Adaptation of technology hubs to new market demands (CITEM)</li> <li>▪ Ease business access to R&amp;D projects: PIDI service</li> <li>▪ Cluster promotion strategy</li> </ul>
<p>Sustainable business models</p>	<ul style="list-style-type: none"> <li>▪ Club of regional companies in the environmental sector</li> <li>▪ Club of regional companies accredited with the EU label EMAS</li> <li>▪ Observatory of business sustainability</li> <li>▪ Self-diagnosis of energy use for companies on the net</li> <li>▪ “Creative Science Olympics”</li> <li>▪ Annual Science and Technology Week, organised by Seneca Foundation</li> </ul>
<p>“Plan de Promoción Exterior” (Internationalization Plan)</p>	<p>Regional institutions must make an effort to shift SMEs from a local market to a global one where they can exploit emerging and growing opportunities. The Plan de Promoción Exterior comprises:</p> <ul style="list-style-type: none"> <li>▪ Information;</li> <li>▪ Promotion abroad;</li> <li>▪ A business promotion network: Red de Promotores de Negocio;</li> <li>▪ Training;</li> <li>▪ International call for tenders;</li> <li>▪ Integral Internationalisation Plan for agricultural technology;</li> </ul> <p>MARE NOSTRUM Campus.</p>
<p><b>Parlament de Catalunya (Generalitat de Catalunya), ES</b></p>	
<p>Action Plan for Industry and Business 2012-2014</p>	<p>The Action Plan for Industry and Business 2012-2014 aims to advance transformation of the industrial model and boost the economic recovery, especially as far as SMEs are concerned.</p>

Strategic Agreement on internationalization, job quality and competitiveness of the Catalan economy (2008-2011)	The programme aimed to respond to the needs of SMEs. It ended in 2011 and was followed up by the Catalunya Strategy 2020 (ECAT 2020). The Catalan government approved the basic document for ECAT 2020 on 10 April 2012 and will launch a further dialogue with economic and social stakeholders in spring 2012.
Barcelona Mobile World Capital (part of the Action Plan)	The objective of this measure is to make Barcelona a city leader in innovative information and communication technologies (ICT) and attract investment in this area.
Sustainable Mobility (part of the Action Plan)	The objective of this measure is to convert Catalonia into a region of international importance in terms of design, manufacturing and implementation of integrated sustainable mobility solutions, and to lead worldwide markets.
<b>Province of Rome, IT</b>	
Provincia Creativa (Creative Province)	The platform provides information on the province's activity in the creative industries. The programme provides: a) grants for start-ups in this sector; (b) initiatives to spread the values of creativity among various stakeholders; (c) publications and events related to this sector. <b>Website:</b> <a href="http://www.romaprovinciacreativa.it">www.romaprovinciacreativa.it</a>
Officina Innovazione (Innovation office)	Officina Innovazione offers several services to SMEs (e.g. technology check-ups to identify innovation needs and innovative solutions, call scouting, partner search for submission of project proposals, contacts between venture capital/business angel funds and innovative companies and start-ups). <b>Website:</b> <a href="http://www.officinadellinnovazione.it">www.officinadellinnovazione.it</a>
Porta Futuro	Porta Futuro is an innovative job centre created in 2011 offering several services to match labour demand and supply; other than initiatives specifically targeted at individuals (training, career guidance, career and recruitment days, etc.) it offers personnel search and pre-selection services to enterprises looking for new employees. <b>Website:</b>

	<a href="http://www.portafuturo.it">www.portafuturo.it</a>
Provincia WiFi	<p>The Provincia WiFi project provides free wireless internet access for citizens and private tourism/commercial operators. The widespread use of mobile phones and the development of metropolitan WiFi-networks allow the Province to deliver new services or to adapt existing e-services to bring them closer to citizens or workers on the move.</p> <p><b>Website:</b>  <a href="http://www.provincia.roma.it/percorsitematici/innovazione-tecnologica/progetti/4035">http://www.provincia.roma.it/percorsitematici/innovazione-tecnologica/progetti/4035</a></p>
<b>Regione Lombardia (Lombardy Region), IT</b>	
Competitiveness Plan 2012	The Competitiveness Plan 2012 aims to promote the competitiveness of businesses in the Lombardy region through targeted measures, and promotes internationalisation of regional manufacturing, R&D, patenting, access to credit, and enterprise networks in trade, tourism and services.
Pacchetto fiducia (Trust Plan)	The “Pacchetto fiducia” (Trust Plan) was launched to indicate the beginning of a new phase. The package strongly emphasises innovation, energy efficiency and environmental sustainability.
<b>Region Syddanmark - Syddansk Vækstforum, DK</b>	
South Denmark Growth Fund	The economic crisis has meant that young SMEs find it difficult to access venture capital. To counter this problem, the South Denmark Growth Forum set up a South Denmark Growth Fund in early 2012, with a total capital of DKK 95 million, designed to foster business. The fund will invest in entrepreneurial companies operating in the field of welfare technology and also provide facilitating loans for entrepreneurial enterprises in the region’s outlying areas.
Business Development Strategy 2012-2020	A number of the projects backed by the South Denmark Growth Forum have focused on improving access to foreign markets, which is one of the objectives of the region’s Business Development Strategy 2012-2020.
<b>City of Eindhoven, NL</b>	
Brainport 2020	<p>The initiative aims to help make the Dutch economy one of the world’s top five economies. The strength of the region lies in High Tech Systems &amp; Materials, Food, Automobiles, Lifetec and Design. The Brainport 2020 challenge is to strengthen the existing top clusters and search for new sustainable markets.</p> <p><b>Website:</b></p>

	<a href="http://www.brainport.nl/en/">http://www.brainport.nl/en/</a>
<b>Instytucja Otoczenia Nauki i Biznesu (Institution supporting Academia and Business) Gdańsk, PL</b>	
Gdańsk Science and Technology Park (GSTP) – Phase III (2007-2013)	<p>The GSTP is a complex of offices, production and technology that provides the best conditions for the location of R&amp;D laboratories and high-tech firms in industries such as information technology and telecommunications, functional materials and nanotechnology, environmental protection and biotechnology, food chemistry, and pharmaceuticals. The project enables investors to support regional economic development through technology R&amp;D.</p> <p><b>Website:</b>  <a href="http://www.gpnt.pl/en.html">http://www.gpnt.pl/en.html</a></p>
Equipping the Gdańsk Science and Technology Park with modern technical infrastructure	As a part of the GSTP project, various infrastructure investments have been made (e.g. equipping a computer lab, equipping the Education Centre “EduPark”, etc.)
Preventing and combating organized crime and terrorism as part of safe, accelerated and sustainable socio-economic development	The project is aimed at developing an energy security policy. The GSTP carried out a sociological study on public opinion on plans to establish a nuclear power plant. The current phase of planning comprises an information campaign, meetings and conferences with participation by scientists, government authorities and investors.
Laboratory of Bio-fuels and Micro-energetic Solutions	The project consists of a unique platform serving as an interface for science, industry and education. Thanks to modern research equipment, the researchers will have the tools to conduct advanced research in various areas in the field of biofuels and micro-energetic solutions (e.g. production of fuels from biomass and waste).
Submariner - Sustainable use of resources in the Baltic Sea	The main goal is to apply the latest technological and scientific achievements to solving current environmental problems in the Baltic Sea. These activities are aimed at protecting the Baltic Sea from the irreversible ecological impact of many years of inadequate environmental protection. The project involves 19 partners from the following countries: Poland, Germany, Finland, Lithuania, Estonia, Latvia, Denmark and Sweden.



Project “Diske”	The aim of the project is co-operation within the triple-helix model of technology parks, local authorities, academia and business in the Baltic region through exchange of knowledge and experience concerning the functioning and management of parks and incubators. Project activities are expected to improve competitiveness in the SME sector and strengthen the economic potential of Baltic Sea Region countries.
Project “Science + Partnership + Innovation = The way to do business”	The main objectives of the project included: development of business skills; promotion of entrepreneurship through encouragement of entrepreneurial attitudes; encouraging young scientists to run their own businesses. A key element of the program consisted of a series of specialized training on the creation of new businesses (ran from from February to June 2010).
Strengthening the scientific cooperation of the Medical University of Gdańsk (MUG) with regional and supra-regional economic entities and the development of academic entrepreneurship in the MUG	In collaboration with MUG and Gdynia Innovation Centre, the GSTP carried out a project aimed at developing the regional network of knowledge and technology transfer for medicine, pharmacy and biotechnology.
Partnership for entrepreneurship of people employed in the shipbuilding industry	The partnership project is targeted at former workers in the shipbuilding industry and companies linked to this industry. Thanks to investment subsidies, 67 new micro-companies have been set up in the Pomerania region.

<b>Marshall Office of the Wielkopolska Region, PL</b>	
Investor and Exporter Service Centre (IAC)	The purpose of IAC is to help Polish companies and entrepreneurs to internationalise by facilitating access to comprehensive, high quality information and free services needed for planning, organising and executing exports and investments outside Polish borders. IAC activities also aim to increase the level of foreign investment in the region.
Support for science and businesses	The project supports initiatives for SMEs and cluster initiatives by funding specialized research and technology consultancy, innovation in brokerage services, coaching, internships and training for research professionals in enterprises of scientific institutions.
Action Plan for Employment in Wielkopolska Region	The Action Plan contains guidelines for rational use of human capital in the region. The plan includes action taken by local government and other institutions/organizations involved in shaping the labour market.
Polish Western Development Strategy	The strategy was created with the agreement of the local governments of five provinces to promote the development of networks of scientific and technological centres and universities, and to develop other elements of the knowledge economy.
Wielkopolska Regional Operational Programme 2007-2013	The programme subsidizes the activities of the SME sector. The following measures are planned: development of micro-enterprises, support for SME development, development of financial instruments to support entrepreneurship; etc.
<b>Municipality of Tczew, PL</b>	
House of Entrepreneurs	The Urban District of Tczew has carried out a project with support from ERDF funds to set up a small entrepreneurship incubator and a support centre for small businesses. The incubator accommodates small firms that hire space at preferential rates, providing training and advertising. Training courses open to anyone interested are held involving experts giving advice on matters related to entrepreneurial activity. Competitions have been held for the best craft firm and the most innovative firm in the district to showcase people who have adopted best practice and been successful.

<b>Sveriges kommuner och Landsting (Swedish Association of Local Authorities and Regions), SE</b>	
Insikt 2013	The SKL uses surveys and statistics to compile a customer satisfaction ranking that gives local authorities a useful tool for working on local amenities for businesses. <b>Website:</b> <a href="http://www.skl.se/vi_arbetar_med/tillvaxt_och_samhallsbyggnad/foretagsklimat/insikt">http://www.skl.se/vi_arbetar_med/tillvaxt_och_samhallsbyggnad/foretagsklimat/insikt</a>
Förenkla - helt enkelt	The SKL provides training so that local authorities can provide a better service and better understand conditions for businesses. The initiative provides an education for communities that want to improve their business contacts. <b>Website:</b> <a href="http://www.skl.se/vi_arbetar_med/tillvaxt_och_samhallsbyggnad/foretagsklimat/forenkla_1">http://www.skl.se/vi_arbetar_med/tillvaxt_och_samhallsbyggnad/foretagsklimat/forenkla_1</a>
<b>Moravian-Silesian Region, SK</b>	
Regional Innovation Strategy (RIS)	The RIS includes specific objectives and innovation instruments originating from the Europe 2020 strategy to create a sophisticated portfolio of progressive innovation instruments, and opens up the possibility of acquiring resources from Structural Funds and other EU programmes in the next programming period.
<b>Trenčín Region, SK</b>	
Regional Innovation Centre	The Trenčín Region has put forward this project to tackle SME development (training centre for SMEs, coordination of innovation activities in the region, etc.). The project has not yet been approved because of a lack of consensus among the relevant managing authorities/ministries.
<b>Glasgow City Council, UK</b>	
Digital Enterprise Quarter	The Digital Media Quarter at the Clyde waterfront assists companies in the digital media sector, which is a growing sector in the Glasgow economy.
Digital Enterprise Glasgow scheme	The Digital Enterprise Glasgow scheme offers free office space and business support to young entrepreneurs in partnership with universities and colleges in Glasgow as well as Creative Scotland.
Creative Clyde	Creative Clyde is a business hub that offers office space and support to creative industries companies with the aim of delivering wealth and jobs for the Glasgow and Scottish economy. <b>Website:</b> <a href="http://www.creativeclyde.com/">http://www.creativeclyde.com/</a>

Scottish Enterprise	Scottish Enterprise offers business support and advice on growth to new and existing companies in the city area. <b>Website:</b> <a href="http://www.scottish-enterprise.com/">http://www.scottish-enterprise.com/</a>
Shell LiveWire	Shell LiveWire offers business support for young entrepreneurs aged 16-30. <b>Website:</b> <a href="http://www.shell-livewire.org/">http://www.shell-livewire.org/</a>
Prince's Scottish Youth Business Trust (PSYBT)	PSYBT gives start-up advice and offers support and funding for young people aged 18-25. <b>Website:</b> <a href="http://www.psybt.org.uk/">http://www.psybt.org.uk/</a>
Supplier Development Programme	The Supplier Development Programme is a partnership programme to enhance the skills of local SME companies to grow through access to growing business opportunities in the public sector both at home and overseas through access to OJEU contracts and the UN. <b>Websites:</b> <a href="http://www.sdpscotland.co.uk">www.sdpscotland.co.uk</a> <a href="http://www.glasgow.gov.uk/businessportal">www.glasgow.gov.uk/businessportal</a>
Business Gateway Glasgow	Business Gateway offers practical help, advice and support for new and growing businesses, especially to women, minority ethnic groups, disabled entrepreneurs and young people who have all previously encountered barriers to setting up a business. <b>Website:</b> <a href="http://www.glasgow.gov.uk/en/Business/Businesssupport/LocalInitiatives/businessgateway.htm">http://www.glasgow.gov.uk/en/Business/Businesssupport/LocalInitiatives/businessgateway.htm</a>
Local Regeneration Agencies	Local Regeneration Agencies provide a range of services from employment and training to business support for individuals and companies. The programmes delivered by LRAs are tailored to the local economic situation in Glasgow's most disadvantaged areas, playing an integral part in the regeneration and physical development of their area. <b>Website:</b> <a href="http://www.glasgow.gov.uk/en/Business/Businesssupport/LocalInitiatives/localregenerationagencies.htm">http://www.glasgow.gov.uk/en/Business/Businesssupport/LocalInitiatives/localregenerationagencies.htm</a>
Glasgow Works	Glasgow Works aims to effect a reduction in the number of people without work in Glasgow. It focuses especially on members of disadvantaged groups looking for employment (over 50's, young people and members of ethnic minority communities) and on creating the right conditions for large

	numbers of people to engage with employment services.
Glasgow Supported Employment Service	<p>The service is aimed at people who have learning disabilities and want to find a full time job. It is a service for adults aged 16+ who have a learning disability, live in Glasgow City and want to work over 16 hours per week.</p> <p><b>Website:</b>  <a href="http://www.glasgow.gov.uk/en/Residents/Care_Support/LearningDisabilities/SupportedEmployment/">http://www.glasgow.gov.uk/en/Residents/Care_Support/LearningDisabilities/SupportedEmployment/</a></p>
Scottish Business Portal Programme (SBPP)	<p>The SBPP is focused on bringing together all the information, tools and advice people are looking for to start up, run, grow or improve their business in one place. It aims at changing the way businesses interact with government and the public sector and is an opportunity to drive increased alignment and efficiencies across Scotland's different partner organisations.</p> <p><b>Website:</b>  <a href="http://www.bgateway.com">www.bgateway.com</a></p>
<b>Preston City Council (PCC), UK</b>	
Procurement processes and procedures 10-day payment scheme	<p>Preston City Council (PCC) has reviewed and amended its procurement policies to make them simpler and encourage SMEs to apply to provide services to the local authority. PCC (along with other local authorities) has introduced a 10-day payment scheme for its suppliers whereby it undertakes to pay suppliers within 10 days of being invoiced. This is intended to help enterprises, particularly SMEs, with their cash-flow. PCC is also working with partners to support new business growth.</p>