RESOURCES MAP TOOL AND METHODOLOGICAL GUIDE FOR BUSINESS SUPPORT SERVICES IN ONE EUROPEAN REGION

COPIE 2 EUROPEAN PROJECT

TABLE OF CONTENT

Preface

The creation of new companies has emerged in recent years in a strategic element of economic and social development. In this context, the promotion of entrepreneurship in all areas of society has become a priority within the European Union policies. The final goal is to contribute to the modernization of economic structures and making a more competitive Europe.

To achieve this, it is necessary to promote and design support activities that allow business ideas to materialize into solid business plans, as the result of a collective effort that should ensure and promote public institutions.

The Community of Practice on Inclusive Entrepreneurship (COPIE) is a learning network of ESF Managing Authorities and Implementing Bodies at national and regional level in Europe. The COPIE partners share a common concern to widen entrepreneurship and make support systems work better across diverse populations. With the right conditions and policies, the members of COPIE believe entrepreneurship has the potential to unleash the creativity and energy of millions people in Europe. The ESF (and ERDF) can play a much stronger and more coherent role in supporting this.

The working group Integrated Business Support Services from this Project has been working on the analysis and research of the best actions to facilitate the start-up business and their survival, in order to provide entrepreneurs the necessary business support services or improve the existing ones through the implementation of new policies and taking advantage of Structural Funds for European regions.

The principal tool developed by this working group, put the emphasis on necessary actions and steps that should be developed to obtain a map of resources to support entrepreneurs in one European region. Its aim is to provide a guide to any European region for the organization of business support structures from an integrated perspective. This tool answers to a real need in the members of COPIE 2 and across Europe in general,

which is the improvement of business support services and the quality of advice provided to entrepreneurs in one area.

It pretends to be a useful tool that includes information about all entities and institutions that provide services related to each of the phases of the exciting journey to launch a business, covering the stages from primary education to the consolidation of business projects.

In that sense, the objective of this publication is to facilitate the collection of support resources available to entrepreneurs in each of the European regions, based on the institutions that offer support, resources and services, set within each stage of the entrepreneur's itinerary in the development of their business idea: motivation, creation, start-up, post start-up, access to finance and consolidation, to identify needs and implement new initiatives to provide facilities to business creation and survival.

Besides this tool serves as a protocol to detect needs that could be covered with structural funds to support the development of entrepreneurial initiatives by member states or regions taking as a reference the good practices that COPIE 2 has brought together. This will increase the chance that start ups and SMEs receiving support from ESF/ERDF are more likely to be started by a diverse range of individuals and are more likely to survive and growth over time. This will also ensure a better return on the great efforts made and resources currently used in the advising process for the implementation and consolidation of business initiatives.

It has attempted to develop a useful and practical instrument, which has been presented in the most convenient and accessible way. It is hoped that this tool and methodological guide The Resources Map to organize business support structures in one European region will contribute to our goal: the creation of companies accessible to all, counting with close institutional support and services that facilitate the start-up and business consolidation, oriented to achieve a more active and dynamic society and much more focused on business development throughout Europe.

1. Towards to one strategy to organize and promote entrepreneurship in a European Region

Relevant questions and requirements linked to business support services have been detected in the regions involved in the working group Integrated Business Support Services, mainly associated with the following aspects, that have been the base to present this tool and methodological guide to organize business support structures in one European region or area

- Quantity and quality of business support services which act in one European area. In some European regions it has been confirmed the necessary implementation of new business support organizations in order to provide appropriate support to entrepreneurs as an opportunity to create new business and employments. In others, there are so many entities providing these services that quality should be the key word in order to clarify their roles and get one organized structure to cover the business support services in the area.

- Low coordination and cooperation between the various organizations and agents which provide business support services. It has been observed that they often act independently in the majority of areas, which means relevant efforts to implement new services, probably provided by other organizations in the area, giving as a result the duplication of services.

- Rarely detected collaboration between business support services and financial system. The majority of business initiatives have financial needs to establish their business and later to survive in the market, so they require the coordinated and tuned support from business organizations and financial system. However, currently they act independently.

- New business support actions, services, programmes and policies implemented in the areas with low contribution from final beneficiaries or from those organizations which work directly with them

- Lack of complementary services and specialised organizations.

- Need for specific services aimed to achieve an inclusive business support process

- Insufficient advice and support services during the early years immediately after the creation of new business initiatives, as well as further consolidation and growth

- Insufficient connection between EU Funds. ESF Funds are mainly oriented to the creation of new start-ups and ERDF to research, development and investment, being a relevant question the monitoring and support for the maintenance and survival of start-ups established with the support of ESF Programs.

The developed Tool tries to solve some of these questions, giving a fundamental role to those intermediary bodies, which provide business support services to final beneficiaries, with the aim to provide information to key decision makers from the bottom to the top.

2. The Resources Map for Business Support Services

2.1. Objectives

The efficiency and effectiveness of a start-up support system depends mainly on easy and barrier free access, transparent programmes that can be interlinked in a meaningful manner and on the provision of special programmes for specific target groups.

The main aim to develop a Resources Map in a European region is to achieve a business integrated an inclusive support service for entrepreneurs. This means, to develop the necessary steps to structure the support organizations in an integrated business advice process in one region from the point of view of sustainability of business support services in the areas, especially as a result of the current and future programs in the framework of entrepreneurship.

Firstly, it is necessary to highlight that there are many organizations, agencies and institutions, both public and private, with high level of relevance in the areas. There are also similar organizations providing same services with high heterogeneities because of its ownership, location, functions, size, permanent and temporary staff, differences in the content and services, different tools, methodologies and procedures, as well as duplication in the implementation of support measures for entrepreneurs and gaps in other cases. These aspects are really relevant in the areas to implement new business support programs in order to achieve more effective results and greater efficiency in the use of human, material and financial resources.

Secondly, there are European regions where business support services are not enough to solve needs from entrepreneurs in an integrated business support services. According to that, it will be necessary to create new organizations and complementary services to provide the highest quality level of business support for entrepreneurs and business.

As a result, the main objectives for the Resources Map Tool are the following:

1. Presentation of a consistent support structure and preparation of new business support programs

2. Presentation of the process and steps to organize a business integrated support services in one European region

3. Detection of lacks, duplication and needs

4. Support programmes for decision makers regarding the implementation of new start-up support programmes, actions and services

> The Resources Map is focused on the organizations which provide business support services to beneficiaries in order to get the effectiveness and efficiency of resources

Finally, the benefits of the Resources Map Tool in one European Region on the business support process are the sustainability of business support services in the area that not only requires knowing about what organizations act in the areas, but also to organize them according to their role in the business process and provided services. This will provide to avoid duplication of support measures for entrepreneurs, the identification of weaknesses, the promotion of the necessary cooperation between entities and as a result it should be possible to provide value added services and high quality to entrepreneurs, self-employers, microenterprises and small business.

2.2. The involved actors

The Tool Resources Map to establish a business integrated support service in one European region is a useful instrument oriented to promote the entrepreneurial culture in order to achieve this can be something close to entrepreneurs and focused on the creation of new business. It is necessary to highlight that this action is mainly oriented to the development in organizations which provide business support services in public institutions.

In this context the involved actors are, firstly General Directorates, Managing Authorities or policy makers, secondly organizations and institutions which provide business support services and business advisors who work directly with entrepreneurs, and finally the entrepreneurs and general society who could be potential entrepreneurs form new start-ups. The clear analysis of involved actors, their role and benefits give us a clear vision of the interest on the development of this action.

According to that, the Resources Map Tool oriented to **Managing Authorities, General Directorates or policy makers,** gives them a global view of feasible resources (material and human resources) which operates in one area oriented to entrepreneurs and at the same time provides them the necessary information to detect the duplication of services and existing gaps. Furthermore, is a clear key in order to solve detected problems in the organizations which work directly with entrepreneurs, to clarify their roles or implement

new services or organizations to complement the existing actions or programs. Consequently, is a key instrument to include new policy programs oriented to final results.

The intermediary bodies which put in practice services proposed from governments are mainly public entities and institutions which provide business support services to final beneficiaries involved in the process. The role of these actors in the Resources Map Tool is really relevant, because they really know about services provided and needs from potential entrepreneurs in order to create a new start-up, so they can provide improvement proposals to implement new actions in the area. The agents and organizations providing business support services use the Resources Map to know about other entities and institutions which act in the area, the services they provide and resources they have in order to achieve collaboration and cooperation actions.
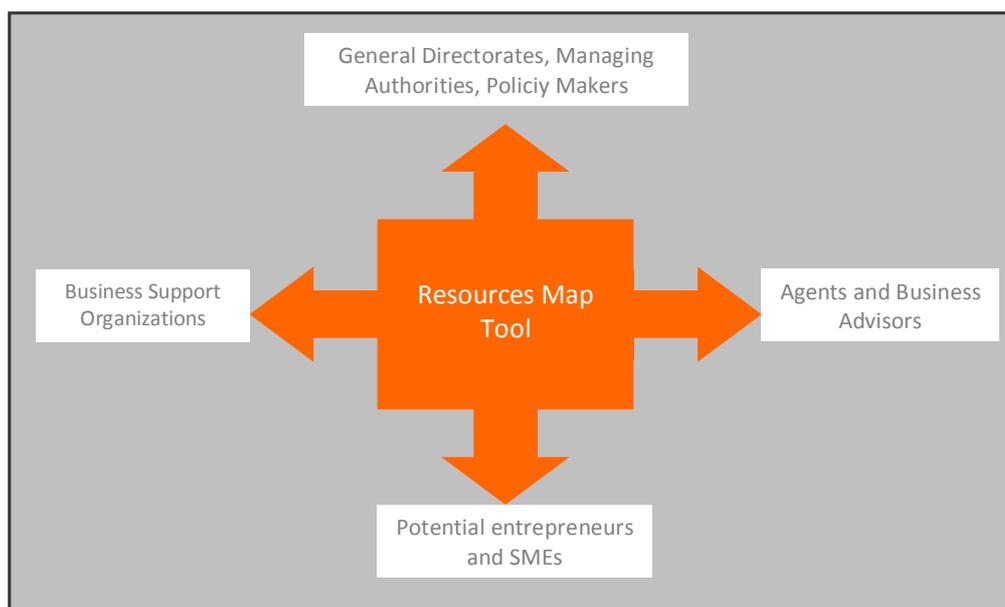
It is known that organizations growth, develop new actions and there are new agents working, who sometimes are clearly unknown for other organizations in the area. As a result, each organization operates in the area individually, counting with its own resources and creating new actions that others yet provide. Cooperation between these

organizations in order to collaborate and complement their services in favour of the highest level of business support services for entrepreneurs should be the key word in their daily work as well as in order to apply for new programs covered with ERDF/ESF founds.

The future of regional European economies, the creation of new employments and the generation of wealth, is based on the new start-ups and the survival of the existing ones. However, sometimes when we value the results of new programs and actions, there are many entrepreneurs and employers who explain they did not know about these services. The publication of the Resources Map Tool on each European region gives the potential entrepreneurs the opportunity to know about services and where they can get each of those services. The final result is that the Resources Map clarifies and favours the information provided to entrepreneurs, and it is possible to avoid the disorientation or losing of new entrepreneurs and the creation of new start-ups.

> Involved actors to develop a Resources Map in one European region
>
> - DG, MA and policy makers
>
> - Organizations which provide business support services
>
> - Agents working inside these organizations with final beneficiaries

2.3. The process to develop a Resources Map

The Resources Map Tool allows the identification and clarifying organizations, services provided and available resources to organize all existing business support services in one area and as a result to plan the future actions and programmes to promote entrepreneurship in the area covering the detected gaps in the business process. This is to highlight in what actions are the organizations more specialized in order to organize and segment them geographically as well as according to the phase of business support

on which they act: motivation, creation, start-up, post start-up, access to finance, growth and consolidation.

The development of a Resources Map Tool in one European region follows the next process:
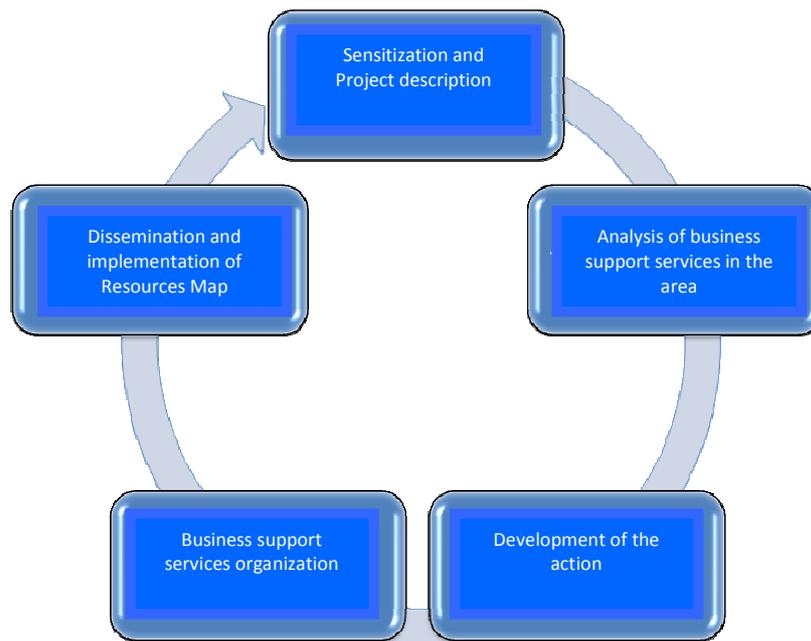
- Phase I. Sensitization and description of the project

- Phase II. Analysis of the organizations which provide business support services in the area

- Phase III. Development of the action with organizations in the area

- Phase IV. Business support services organization, according to provided information

- Phase V. Dissemination and implementation of the Resources Map tool

2.4. Process description

These are the necessary phases and steps that should be developed to structure the support organizations in a business advice process in one European region oriented to get a business integrated and inclusive support for entrepreneurs.

2.4.1. Phase I. Sensitization and description of the project

The main aim during this phase is the sensitization on the benefits the development of the action provide in the area, as well as the process from the idea to the project

Critical points
• Decision to develop the action

A. Sensitization

The first step for the success of this action would be the contact and sensitization focused on those bodies capable of making decisions about the allocation of resources to support entrepreneurship, and the implementation of new policies. This means that the action has to be presented to policy makers, members from General Directorates or Managing Authorities in order to explain and clarify them the added value from the action in the area. The aim is to get the agreement with the key decision makers in the areas in charge of the development of new actions and programs to promote and foster entrepreneurial culture, the creation of new companies and jobs.

During this phase the clarification of feasible benefits will be crucial. This supposes to show them that the knowledge of the best practices, specific tools used or specialised services from organizations in the process as well as the detection of gaps will provide facilities and information of high value in the design of new actions and strategy policies.

B. Agreement and project definition

The objective of this step is the commitment to develop the Resources Map for Business support services in the area as well as the achievement of the action. It is really relevant to get the agreement between all key decision makers involved with the project definition as well as the actions that should be developed, the responsible of the activities coordination, deadline and budget, making the appropriated changes and adjustments previously to begin with the action development.

The project definition should unless contain the stakeholders involved, specific and general objectives, framework for action in the area, the responsible of the activities coordination and executors of the work...

Results / Tools

The result of this stage is the project definition with responsibles, proposed actions and work plan agreed with all involved actors

Actions
A. **Sensitization**
B. **Agreement and project description**
• Actors and stakeholders involved
• Responsible of the activities coordination and executors of work
• General / specific objectives
• Framework for action in area
• Actions developed, budget and deadline
Results
• Project definition agreed with all involved actors

2.4.2. Phase II. Analysis of the organizations which provide business support services in the area

The main aim of this phase is the overview and identification of business support organizations which act in the area providing business support services to entrepreneurs and SMEs.

Critical points
• Explore in deep your environment

A. Identification

Concluded the phase of project definition to be developed in the area and the responsible of coordination has been selected, the following step will be to get a general overview of organizations which provide business support services in the area and the best way to achieve them. The main action and result of this phase is the clear identification of organizations working in the business support process and number.

Consequently, begins a process of analysis that includes the following items:

• Kind of organization

The overall objective would be that the responsible of this action analyses the kind of organizations providing business support services in the area, not only focused on business advice for start-up creation but working in any of services from the different stages from

entrepreneur's itinerary. In any case, this action will be developed in each area according to the project definition established in the last phase.

The process should contain the most typical organizations which provide these services in all Europe as well as other specific which act in the study area. The tool includes the following organization list giving the flexibility to work with others involved in the area through the field others and its description.

- Associations / Federations

- Business Centers

- Chambers of Commerce

- Direction General / Managing Authority

- Guarantee Societies

- ICT Centers

- Local Development Agencies

- NGOs

- Union Traders

- Universities

- Others (please, describe them)

- **Number of organizations involved**

If it is relevant to know the kind of organizations which act in one area, much more relevant is the number of each of those organizations as well as the total

organizations included in the process in order to determine the volume of work that will be developed and take decisions.

- **Contact**

During this process it will be also included the contact with each of those organizations, being the most appropriate the mail address in order to send them in the following phase the appropriate tool to get individual info from each organization.

- **Links with other organizations**

Obviously, not all organizations are detected on this phase, but useful tools and instruments are used in the overall process to achieve later these organizations in the area according the informal existing networks between them or through links with other organizations they collaborate with.

B. Agreement and adjustments

Finally, according the last information, the coordinator will provide feedback to key decision makers in order to get their agreement about the work that will be developed and it is time to redirect the action if it was necessary, according to their aims and feasible resources.

Results / Tools

The development of this phase is facilitated with the Tool 'Identification of organizations providing business support services in the area' included in Appendix 1. The final result is the clear identification of organizations which provide business support services in the area.

Actions
A. Identification • Kind of organization, number and contact **B. Agreement and adjustments**
Tools
• Appendix 1. Identification of organizations providing Business Support Services in the area
Result
• Organizations providing business support services in the area identified

2.4.3. Phase III. Development of the action with organizations in the area

The main aim of this phase is to collect and process in the best way information data from each organization which provide business support services in the area

Critical points
• Learn from the best: Build on successful experiences • Integrate the point of view of users

A. Encourage the participation

CONTACT with organizations to explain action – process – benefits

Building on results from the previous phase, the coordination of this work supposes the contact with business support organizations in the area to encourage the participation. This means to provide organizations involved the clearest information about the aims, achievement, process and benefits of appearing in the Resources Map from the area, specially oriented to get their feedbacks and contributions.

The responsible coordination of the development of the action carries out also actions to establish the bases for the work to be undertaken during the period as well as the guidelines for actions to be undertaken jointly and individually, set the dates for the work in order to comply with the objectives of the group and show the documents that will be used for their review and inputs.

The Resources Map Tool is focused on info about each organization in the process, so the tool contains the principal items linked to identify the role of the organization in the entrepreneur itinerary, services specific and specialised provided on each stage, beneficiaries and resources. To get the information in an objective way, involved actors and coordinator will work in common developing the different actions, while business support organizations will value and provide information about the previous points as well as improvements and recommendations

The key of the success for the feedback from organizations on this phase is the clear initial explanation, the support during the process to solve their questions and provide the necessary support. Sometimes, to give them a major deadline will be really positive for feedbacks, because organizations value this new period and provide the applied info, being this is a new opportunity for the coordinator to obtain information and data from organizations in the area.

B. Collecting information from organizations

Organizations involved provide the information for the Resources Map according Appendix 2 which includes the following topics:

1. Organization data

   Organization name, mail address, phone, fax, email, webpage, Kind of organization and geographical area of action.

2. Services provided continuous and permanently

This is an open field in order the organization can cover services provided, giving as a result they will complete with their business services considered the most important for the organization.

This information will be crossed with the multiple choices established in the area focused on stages in the entrepreneur's itinerary.

This combination will be really useful to organize the business support organizations in the Resources Map Tool in the area or to clarify information in case of inconsistencies between both types of info for the same services.

3. Specialized services

This field is useful in order to detect if there are any organization in the area which provide specialized services mainly oriented to innovation, social economy, ICT or other that should be described by each organization.

4. Beneficiaries

This is an open field with the aim organizations can describe about their beneficiaries, so it will be possible to know if they really work with target groups or not.

It could also be a multiple choice field with a previous selection of target groups described. The target groups could be entrepreneurs, unemployed, women, youth, over 45 years, disabled, migrant, ex-prisoners and other disadvantages groups which should be described in that case.

5. Stage on the business support process.

This is mainly oriented to know on which stage of the itinerary of the entrepreneur they act as well as services provided inside each stage. This field should be covered according the main role on which the organization is working. This item has been considered into motivation, creation, start-up,

post start-up, access to finance, growth and consolidation. Each stage has been subdivided into the most relevant services normally provided on the considered stage.

In order to analyze one of the normal gaps in the entrepreneurial process it has been questioned the time in months the specific organization provide post start-up support as well as how long it is provided support on growth and consolidation services.

The obtained information here is really relevant to order organizations which provide business support services in the Resources Map, firstly according the stage and secondly according services provided. Each service will be described in deep on the phase IV of the Resources Map Tool.

6. Resources: Tools, materials and publications. The aim of this information is the knowledge about the common tools or materials used in the process, but the most relevant objective of this open field information is to know if there is any specific tool or material used in a specific organization because or its specialised services, beneficiaries or oriented to solve questions in the process.

Next to this field it has been included another one named beneficiaries to get the link between the tools and beneficiaries who have been the aim to design the specific tool.

7. Resources: Human resources (permanently). Oriented to know about human resources in the organization to cover services previously described, specially to clarify if they have enough permanent staff to sustain the process in the future. Their role and qualification would be also something desirable.

8. Networks: link to other organizations in the process. This item is oriented to know about the collaboration and cooperation between organizations, as well as to take out those organizations which could be not considered on the

analysis done during phase 2. It has been also applied about the aim for this collaboration and beneficiaries who are the aim to get the collaboration.

9. Improvement proposals. During the process with beneficiaries this field has been proposed in order each organization can select the stage of entrepreneur's itinerary on which they want to propose the improvements or recommendations as well as the description of this proposal.

> *Business support organizations in the area have the opportunity to include improvement proposals in the stages of the itinerary of entrepreneur*

C. Process information

The collection data system will be something crucial in the process. It could be developed in any format being the coordinator the responsible to include the overall data from all organizations in a electronic system, such as a data base or application oriented towards the analysis of all collected info.

In any case, the development of this action with electronic systems, ICT applications or online platforms are recommended to guarantee the results and facilitate the analysis of info provided. This is much more relevant if the key decision makers want to achieve the information of a high number of business support organizations.

Besides, the follow-up online or by phone as well as, the direct and individual contact with each organization will be really useful to understand and clarify info provided on this phase.

Tools / Results

The tool used to develop this action is the Data collection for the Resources Map, in Appendix 2. Completed this phase, the overall information from each organization has been collected and processed.

Actions
A. Encourage the participation
• **Contact with organizations to explain aim of action - process – benefits**
• Promote their best feedback
B. Collecting information from organizations
• Organizations provide information
• Data organization, services, beneficiaries, resources, networks and improvement proposals
C. Process information
• ICT applications or online systems are recommended if the number of business support organizations is really high
Tools
• Appendix 2. Data Collection for the Resources Map
Result
• Information from business organizations collected and processed

2.4.4. Phase IV. Business support services organization

During this phase is necessary the analysis of overall provided information from organizations with the aim to organize them and edit the Resources Map according to the different criteria.

Critical points
• Main focus: services provided
• Concentrate the discussion in basic questions: beneficiaries, sectors
• Validate and organize it
• Cooperation of regional actors

A. Analysis of provided information and order

The information obtained during the last phase is here reviewed to complete with necessary data oriented to analyze and classify it. The organization and order of business support services in one area is mainly, the result of the clarification of their role according the stage, services provided and available resources.

Finally, all this information is included and organised in the Resources Map according to the provided Appendix 3 and taking into account one of the selected criteria between the following:

- Classification according the stage of the entrepreneur's itinerary

- Geographical classification

- Alphabetical classification

B. Classification according the stage of entrepreneur's itinerary

The organization of business support structures in the Resources Map according this classification supposes to order them taking as the main reference the stage of the entrepreneur's itinerary on which they act as well as according services provided on each stage.

The result is that firstly, business support organizations with this tool are distributed according to the following stages:

- Motivation

- Creation

- Start-up

- Post start-up

- Access to finance

- Growth and consolidation
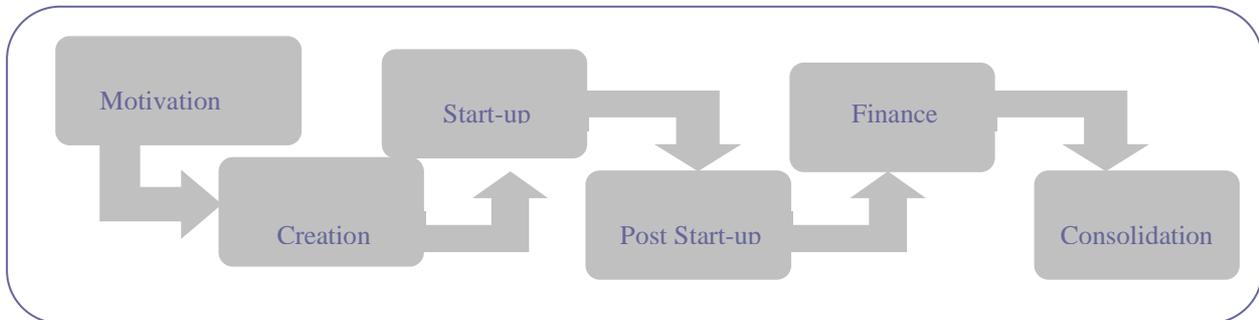
Secondly, they are distributed according to services provided inside each stage. Here is relevant to highlight that:

- Each organization is included in the Resources Map according services it really provides, so obviously, if one organization gives information about services from others will be included in general information. This point is relevant when the process is explained to business support organizations.

- According the importance of services provided on this phase, each one will be explained in deep oriented to those areas that decide to develop the Resources Map can understand and value firstly the included concepts.

B.1. Motivation

The Resources Map Tool tries to detect if the business structures in the area offer motivation actions. If they develop this action, the second step is to organize them through:

- General motivation

Encourage entrepreneurship through the development of entrepreneurial skills aimed at specific groups and in all stages of education will facilitate the creation of new businesses in one area. The most typical form is through

training activities, motivation actions, seminars, generating ideas courses and so on. The knowledge about which organizations carry out these actions will be useful for other organizations in the area.

- Motivation in educational system

Activity in the educational stages, of great relevance for the future, should include actions in primary, secondary and university and it would be helpful to know if organizations in the area develop these actions as well as the research about actions developed in each. This action is of high relevance for the future of entrepreneurship in our European regions.

- Business awards

Similarly, every day it becomes necessary to value and make visible those who develop their entrepreneurial initiatives, using systems as good as prizes, exhibitions of their business experience in workshops or training sessions.

Be clear about which organizations operate within this stage and the resources they have to develop these actions will facilitate the implementation of new complementary actions between them.

The information obtained on these fields should be crossed with 'services provided (permanently)' on which organizations describe their services in order to determine the relevance of this action and tools, materials, publications or other resources. Furthermore, should be analysed if organizations provide information about new proposals of action described for this stage.

B.2. Creation

The process of creating a company is a milestone. Who will carry it out have to do it in the best conditions, valuing every time the steps to be given as well as pros and cons of entrepreneurship. There are various specialized organizations in

advising and support required for each situation, and whose mission is to support those who develops an entrepreneurial initiative.

The majority of business structures provide general advice and a lot of them support to evaluate business ideas, develop and analyze the feasibility of the business plan, previously to the establishment of the business initiative.

Depending on the state of maturation of the business idea as well as technical and personal conditions of the entrepreneur and his project, are established the most appropriate services. The analysis for this stage in the Resources Map gives the opportunity to clarify what of the organizations operating in the areas offering general information, business advice, training, premises for pre-incubations, mentoring or coaching and other kind of services.

▪ General information

When the entrepreneurial initiative is only an idea and the entrepreneur does not know how to start, it is normal he feels disoriented. Here will be included organizations that provide general information and support to all kind of business projects, or redirect those to other entities concerned best suited to their needs.

▪ Business advice

The work to support entrepreneurial initiatives involves ongoing professional advice during the maturation of business ideas. Knowing the organizations providing those services in the area will be a first step to work on the feasibility of business projects. People who works as business advisors in those organizations help to define and guide the future business from all perspectives necessary and their methodology, based mainly on developing the business plan greatly increases the chances of success of start-ups.

- Premises for pre-incubation services

  These are places that can use those entrepreneurs who undertake to mature their business idea. In addition to physical space and physical infrastructure, it is offered personalized advice in line with the maturity of the project

- Training

  People need to achieve a good balance between the know-how, entrepreneurial capabilities and resources needed for the implementation of their business. Usually there is a wide range of training tailored to the demands of the future business, which is offered on a regular basis through entities specializing in entrepreneurship. The Resources Map helps to know if training is provided in the area and the organizations which regularly offered.

- Mentoring and coaching

  Instruments to accompany entrepreneurs, by transferring them experiences, knowledge and skills to meet the needs of their business and achieve the success.

The Resources Map Tool provides also facilities in order that specialised services from organizations can be included on this stage after these general services. This means, that it should be specified if there are organizations providing specialized services on innovation, ICT, social economy or others explained from business support services involved in the process.

The information from this phase should be crossed with the field services provided, resources and new proposals of action.

B.3. Start-up

The study process and maturation of a business idea culminates with its start-up. At this point, it is crucial to give it the proper legal procedures associated with

resolving the legal form and the activity itself, as well as specific support in the processing and implementation of this business. In some cases this support is provided for organizations which offer previous start-up but it could exist specific organizations mainly focused on these actions.

B.4. Post start-up

The survival of business initiatives is of high relevance for our economies, so it is important to put the emphasis on these services and in the support provided immediately after the creation of business initiatives as well as how long are these services provided by those organizations.

The creation of a new business should be an overall process to cover all necessary support in the development of the business plan, during the start-up implementing as well as in the process to accompany and monitor the start-up during the first years immediately after its establishment. According to that, during this stage services provided should be unless the same than in the creation stage, so for the Resources Map have been analyzed the same services.

B.5. Access to finance

In the business plan as a condition to carry it out, it is important to consider the issue of financing, the economic capacity of people who undertake it, and the growth prospects of it. According to that, the Resources Map is firstly oriented to detect if the access to finance support provided is focused on cover the needs for start-ups, for growth and consolidation or for both of them.

- For start-ups

- For growth and consolidation

Secondly, is oriented to the analysis of financial services provided on the area and according the results, to take into consideration other financial instruments that should be implemented in the area.

- Grants

Public institutions provide various grants which adjust to the business development being a good instrument to cover business financial needs.

- Guarantees

Entrepreneurs need to obtain funding to implement a business project, so it is necessary for them to provide guarantees against credit institutions. When the person who is going to start up a business has not adequate guarantees, there is a financial instrument, mutual guarantee societies, which provide guarantees to third parties. This instrument provides financial and technical guarantees, being both essential for the implementation and development of any business activity.

Currently, guarantee societies play an important role to get funds so the detection of these societies in the areas is a key to establish new business

- Risk capital

This financing method consists on a minority and temporary participation in the social capital of business. This participation can be done in different states of the life cycle of an enterprise: initiation, development and expansion, and can also be used in specific situations, such as a shareholder substitution, bridge to financing, and so on.

This method does not require more collateral or guarantees than the feasibility of the investment project. On the other hand, being a permanent provision of financial resources, gives solvency to the company long term, providing access to other external financing sources.

- Participatory loans

It is a long-term loan with the possibility of period of grace, whose interests are tied to the results of the company which will carry out a business project, usually with a high innovative component. The financial burden of the loan is tailored to the economic situation of the company throughout its evolution. The required guarantee is the technical, economic, and financial feasibility of the business project and experience of management team.

- Microcredits

Microcredit is a part of microfinance and consists of small loans with total amounts around 25.000 € or higher in new member states to create microenterprises, being the business plan generally one of the most relevant guarantees. The origins and whole purpose of microcredit is to combine a social objective with a financial approach..

- Private investors

One of the most relevant services is the link between business support organizations and private investors, who provide capital to entrepreneurs interested on the creation of their business initiatives.

Currently, it is of high importance the figure of Business Angels networks. They make it possible the combination between financial resources, knowledge and personal experiences about product or service, market, business management and business contacts network to facilitate business relation with potential customers, competitors, providers, financial entities… They are investor who gets involved in the business and particularly active in the early stages of a business development.

B.6. Growth and consolidation

The creation of one business is in itself a challenge, but more important is the properly evolution and survival over time. Various support organizations and services are aimed at promoting growth and consolidation in the market that should be included in the Resources Map.

▪ Growth and consolidation advice

Service focused on the detection needs from new companies in order to provide them the appropriate solutions. Thanks to this advising process, business support organizations help to companies in the redefinition of initial strategies oriented to new scenarios as well as to improve their competitive advantage in order to get the consolidation in the market. Normally this process is developed through diagnosis, the development of the action plan and the following of the defined action plan.

▪ Growth and consolidation training

Business support organizations provide specialised training to improve the competences and knowledge from the promoters of the companies.

▪ Growth and consolidation specific programs

The development of specific programs on this issue in the areas is relevant for companies, as well as for organizations which provide general information.

▪ Growth and consolidation mentoring

▪ Growth and consolidation incubation services

Premises and industrial buildings are normally offered in the areas for companies through different contractual conditions and services. The aim is the detection of business centres, incubators, technology/scientific parks or similar incubation services where companies can be installed taking into

account services offered and access requirements. In some of them common services are covered such as reception services, meeting rooms, voice or data network access… They should be also included in the Resources Map.

C. Alphabetical classification

This classification orders organizations which provide business support services in one area in an alphabetical directory according to the name of the organization. This is the best way to find quickly the main contact of one specific organization, because it contains unless its name, complete ordinary mail address, phone, fax, email and webpage.

D. Geographical classification

This geographical classification to order organizations in the Resources Map gives a clear vision of their distribution in the area. This classification supposes to draw all organizations providing business support services in a map of the area. Firstly, according their territorial location and secondly, according the kind of organization which provide those services

- According their territorial location

  It gives a clear view of the distribution of organizations in the area and if it is necessary to establish new organizations in any place.

- According the kind of organization which provide services

  It provides a vision of information about the kind of organizations which acts in the area and as a result of services provided there.

E. Other classifications

It has been considered that the best way to edit a Resources Map in one area should combine the previous classifications. In any case, other criteria could be

used to order organizations in the Resources Map according information collected, the objectives of the actions and key decision makers involved

The tool gives also the opportunity that all organizations can propose improvements for each stage of entrepreneur's itinerary, so the key decision makers will have new action proposals from the organizations which work directly with final beneficiaries.

Tool / Results

The tool to edit the Resources Map according the previous criteria has been included in Appendix 3. The result of this phase is the Resources Map concluded.

Actions
A. Order and classify information
B. Classification according the stage of the entrepreneur's itinerary
• Organizations order according the stage of the entrepreneur itinerary on which they act
• Organization order according general/ specialized services provided inside each stage
C. Geographical classification
• According the area where organizations act
• According the kind of organization which provide services
D. Alphabetical classification
• In a directory of business support organizations provide in one area
E. Other classifications
Tools
• Appendix 3. Resources Map edition to organize Business Support Services in the area
Results
• Concluded edition of Resources Map for business support services in one area

2.4.5. Phase V. Dissemination and implementation of the Resources Map tool

This phase has as aim to optimize the previous developed work and benefits from the Resources Map, as a good instrument of reference to implement new actions in the area as well as to provide clear information about business support services to all involved actors.

Critical points
• Analyse and compare
• SWOT of business support organizations in the area

This phase is mainly focused on the dissemination and implementation of the Resources Map in the area

### A. Dissemination and transference of results

The developed work to get a Resources Map according to the above mentioned phases should be completed with a dissemination process. The dissemination of the Resources Map in the area consists on the transference of results to organize business support structures, mainly in terms of services provided as the basis to implement new policies.

Again, such it has been done on the first phase for sensitization and presentation of the project, this action should be mainly focused on those bodies with capacity to make decisions about new actions to promote entrepreneurship in the area, and the development of training and employment policies. It seeks therefore to achieve the higher rate of possible impact all levels of society and institutional capacity in the area.

B. Implementation of the Resources Map

The Resources Map should be implemented in the working process of all involved actors according their needs, mainly for relevant key decision makers from DG and MA in the definition of new strategy policies and programs.

Depending on the diagnosis made by the work done with the Resources Map is easy to design an action plan that will include specific support in order to correct weaknesses or enhance the entrepreneurship with a long-term strategic vision and acting on business support structures operating in the area or territory.
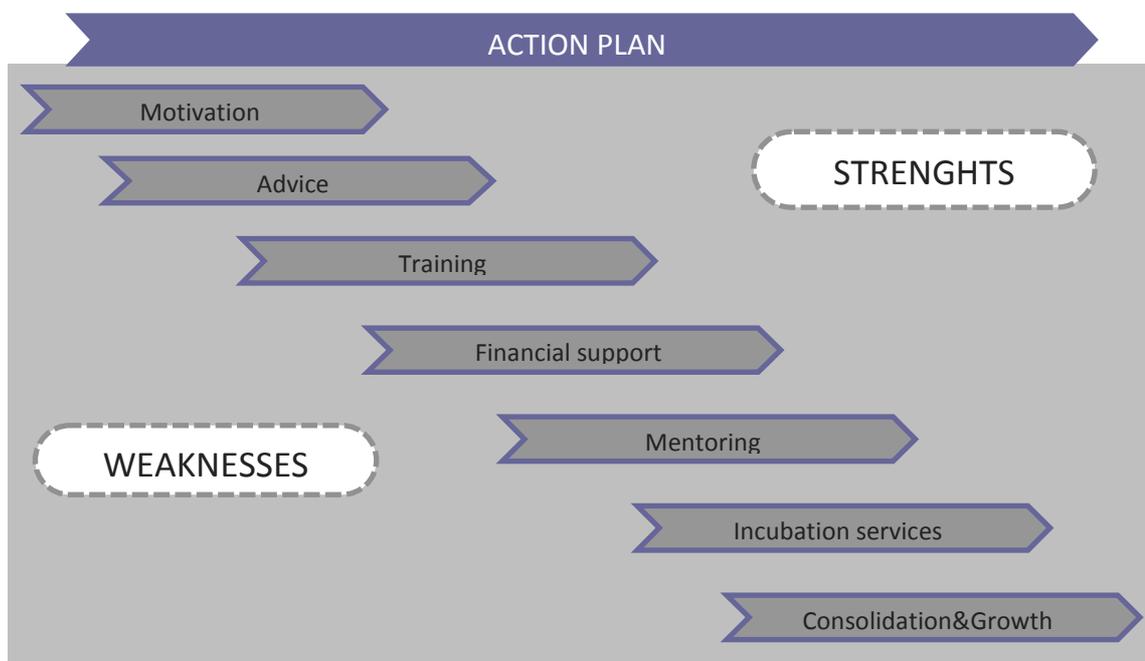
Business support organizations and agents involved in the process should be also used to improve their services, redirect beneficiaries and develop cooperation actions.

Tools / Results

The result of this phase is that all actors involved in the process use the Resources Map, specially the key decision makers as a SWOT in the definition of new policies

and action plans. Besides, it is a good instrument for entrepreneurs in order to know the organization best suit to solve their needs.

Actions
A. Dissemination and transference of results
B. Implementation of the Resources Map
Results
• Resources Map implemented and disseminated

2.5. The testing process of the Resources Map Tool

A. The involved actors in testing process

The Resources Map Tool has been tested in the regions of Galicia and Asturias in Spain, Kaunas in Lithuania and Czech Republic. The guidelines of work were established by the expert of this working group from Copie2 Project and it was appointed a coordinator on each area, who has been the connection between the expert of Copie and stakeholders in their areas.

In the region of Galicia, the organization which has coordinated the action has been the European Business and Innovation Centre from this region, close linked to the Regional Ministry of Industry as well as the Regional Ministry of Labour. This organization provides mainly, specialized business support services for innovative and technology based companies and it is the main reference for Local Development Agencies in the region.

The coordination to develop the Resources Map in Czech Republic, has been the GLE Consulting's Prague office close linked to the Ministry of Labour and Social Affairs in Czech Republic. It provides technical assistance under structural funds within the sphere of economic development and reconstruction, addressing social inclusion and fostering entrepreneurship within disadvantaged groups.

In Lithuania, the Regional Development Agency of Kaunas has been the coordinator in this region. It is focused on the consolidation and coordination activities of scientific, technical-technological, innovative, and entrepreneurial potential together with local governmental institutions of the Kaunas Region, implementing the National Regional Development Policy and stimulating the sustainable and balanced development of the Kaunas Region

The leader of the working group Business Integrated Support Services in Copie2 and the responsible of this action has been the Government of the Principality of Asturias, through the competent Regional Ministry on this topic. It has counted with the expert of the European Business and Innovation Centre in the Principality of Asturias, which is mainly oriented to encourage the creation and consolidation of innovative and technology –based companies in Asturias.

Partners involved have been really interested on the development of this work. They have worked actively and considered the final output useful for their own regions to promote entrepreneurship and cover weakness thanks to new policies and structural funds.

B. The testing process

The working process in the involved regions has included the previous review of documents and fields in the Resources Map Tool, to provide their own contributions in order this action could be useful for their regions according their needs.

 Following the process previously defined, the expert explained coordinators from partner regions the guidelines to be followed in order to achieve the fullest possible participation from business support organizations, and they sent the Appendix 2 to business structures. After collecting data, the process concluded with the analysis of information oriented to put order of these organizations and get the final Resources Map.

- Contributions and relevant changes

1. Changes: In case of Galicia the number of involved organizations has been so high that it was necessary to incorporate an online application to collect and analyze the data: 384 organizations provided information.

2. Changes: In the analysis process from data provided by those organizations in Galicia they were detected some inconsistencies on access to finance, giving as result an extra work for regional coordinator and expert in order to clarify information and achieve a real Resources Map in Galicia.

Tools/ Results

The main result is that each involved partner has obtained its Resources Map, which will be the starting point for developing new action plans to support and promote entrepreneurship in their respectively areas.

The most remarkable is that in all tested areas there is a great interest in promoting entrepreneurship and the analyzed structures are functioning properly. However, in order to implement new actions:

- In the Spanish regions of Asturias and Galicia, the Resource Map reflects the existence of many organizations that offer business support services, primarily in the creation stage and operate from different levels of government (local, regional or state). Action is needed a comprehensive and coordinated support, establishing greater support in the immediate post start-up stage, as well as on consolidation and growth stage.

- However, in the areas of activity of the Czech Republic and the region of Kaunas in Lithuania, the situation is reversed. There are few highly specialized support organizations and focus on support in the phase immediately after the creation, as well as consolidation and growth.

It is necessary to work in the previous stages to the implementation of business initiatives. This supposes the development of business motivation actions, mainly on educational system, and the implementation of new structures as well as complementary services, so that the creation of a business initiative is accessible for all.

Through all these phases and activities, all participant regions can improve and implement new policies and action plans for their areas.

Actions
The testing process of the Resources Map Tool in the regions of Galicia and Asturias in Spain, Kaunas in Lithuania and Czech Republic
Results
• Resources Map for the region of Galicia • Resources Map for the region of Kaunas • Resources Map for Czech Republic

3. Conclusions and Policy Recommendations

The acquired experience with the application of the methodology and tool described to obtain a Resources Map in one European region or area provides added value in business support structures that will contribute the development and consolidation of business initiatives long term as well as to those other conclusions

In one hand, the Resources Map supposes an important analysis and diagnosis on the wide spectrum of business support services provided on each stage of the entrepreneur itinerary, this is motivation, creation, start-up, post start-up, access to finance, consolidation and growth. Furthermore, this action is developed under a global approach which covers the main providers of services, beneficiaries and resources.

According to that it identifies highly specialized services, weaknesses and strengths of the organizations and business support packages to promote and improve entrepreneurship in one area, giving as a result the implementation of added value services and the optimization of existing structures.

In other hand, the Resources Map involves the main actors in the process in one area: key decision makers, services providers and stakeholders, giving them the opportunity to exchange experiences as well as to identify and collect good practices. Furthermore, it takes into account the needs from final beneficiaries thanks to data collection, contributions and improvement proposal from those structures and agents which daily work with them, mainly in start-up and monitoring of business.

Finally, these are the first steps for a major cooperation to implement and improve strategy actions and policies in the regional support oriented to results.

42
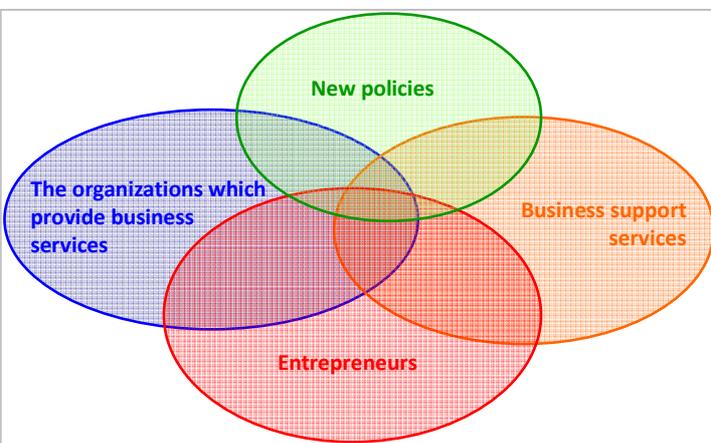
Appendix

- Appendix 1. Identification of organizations providing Business Support Services in the area

- Appendix 2. Data collection for the Resources Map

- Appendix 3. Resources Map edition to organize Business Support Services in the area

COPIE 2 EUROPEAN PROJECT