



Pilot action for the project area and implementation of the trans. ecosystems network

CERlecon - CE119
Deliverable D.T2.4.2

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1. Project summary and document introduction

Change is still needed to make the cities and regions in Central Europe better places to work and live. Daring young entrepreneurs with brilliant ideas could contribute considerably to this change. But they can't. Factors such as a lack of an entrepreneurial culture and mind-set leading to a limited interest in entrepreneurship are hampering their efforts. There is also inadequate training to improve their skills and entrepreneurial competences and innovation in general is being hampered by the lingering effects of the historical east-west divide and the recent economic crisis through an underinvestment in R&D.

And yet, entrepreneurs must be empowered to create change; they "form the majority of business entities and are the biggest employers" in Central Europe. "It is important to provide, at regional level, the right mix of financial and non-financial support to assist entrepreneurs to create new firms." "And this is our goal. By mid-2019, we will contribute to a change in the way entrepreneurs are inspired, trained and supported through a balanced package of strategies, actions plans, pilot actions, training, and tools to create new-type comprehensive regional innovation ecosystems in seven Central Europe regions. With our three-step logical project approach (Development - Implementation - Improvement), we want entrepreneurs and SMEs to benefit the most from what we do. But also their regions will benefit because from now on regional smart specialization strategies will be further used to develop novel technologies, and brilliant products and services for economic and social innovation." The joint development of all outputs and a transnational network interlinking the regional ecosystems to improve international skills emphasize the project's transnational character. At present, there is presumably no such state-of-the art innovative support scheme in Central Europe. "That is why everything that we do will be transferable for the benefit of others."

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WORK PACKAGE T2 will implement the new-type comprehensive six-domain regional innovation ecosystems in PP regions to train and create new firms, above all through synergies with funding initiatives.

It will also implement the trans. network that interlinks the ecosystems to accelerate international SME growth. T2 pilot actions will implement, test and evaluate the T1 eConcepts, leading to strategy finalisation. T2 will produce four outputs to achieve Project SO2/Results.

Output O.T2.1: Reg. Playparks: 7x reg. pilot actions for innovation ecosystems implementation in PP regions through two activities: (1) Development: Pilot action template for six-domain reg. ecosystems, leading to (2) Implementation: Reg. Playparks in PP Regions based on reg. pilot actions.

Output O.T2.2: Playparks network: 1x trans. pilot action for innovation ecosystems network implementation through two activities: (1) Development: Pilot action template for trans. network incl. links between reg. Playparks and the network, leading to (2) Trans. Pilot Action tailored to and implemented in the project area.

Output O.T2.3: Playparks network: Joint Playpark staff training through two activities: (1) Initial joint trans. training of Playpark staff and after the 1st cohort training experience at the reg. Playparks (2) Augmented joint trans. training of Playpark staff.

Output O.T2.4: Playparks network: Training methodology and materials ePortfolio through one activity: (1) Training methodology and materials for Playpark staff training. Process-related communication aims to increase the commitment of the target group (policy/support/SME/funding initiatives) and to create a positive attitude towards the Playparks and network.

Led by an experienced start-up/SME support provider (PP10), all project partners will be involved in all WP activities. T2 is the logical result of T1 and prepares the way for T3.

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Deliverable D.T2.4.2 Pilot action for the project area and implementation of the transnational ecosystems network

PP10 develop a pilot action template for innovation ecosystems network implementation with linkages: reg. Playparks and Playparks network as a Deliverable D.T2.3.1 - Pilot action template including links between regional Playparks and the transnational network. The adapted template was later used as the basis for developing regional pilot action leading to this Deliverable D.T2.4.2 - Pilot action for the project area and implementation of the trans. ecosystems network.

This document is intended to provide the framework for the precise creation and implementation of the CERlecon Network envisaged as an **active transnational network of innovation ecosystems in project regions**, as well as to show how Playparks work with the network to accelerate SME international growth.

2. The CERlecon Network: setting the scene

The key logic of this concept for CERlecon's transnational network was:

- to leverage resources and capacities created by the CERlecon project;
- to create transnational network services and activities based on learnings and insights gathered during the CERlecon project implementation;
- to involve local/regional network of business support organizations other than project stakeholders in CERlecon network for better dissemination of its effects and gaining synergy effect.

The proposed framework enabled partners to identify key beneficiaries, areas, interests and elements that will enable learning and decision-making process during the CERlecon project duration, which led to a coherent and self-sustainable network vision documented now in D.T2.4.2 - Pilot action for the project area and implementation of the trans. ecosystems network.

The Pilot action for the project area and implementation of the trans. ecosystems network aims to enable summary of following key elements for each project partner, which defines the transnational Network as a whole, its functionalities and sustainability:

- target groups / beneficiaries of networks value proposition;
- target regional/local businesses and sectors with internationalization potential;
- list of proposed network activities (delivered through joint activities of two or more PPs) that will create value for the target groups/beneficiaries - the Network's activities will be assessed from the aspect of complementing existing entrepreneurial ecosystems from 6 domains perspective;
- basic rules of procedure and standards of doing business/basic services and additional services offered by each network member;
- network infrastructure, related costs and responsibilities;
- membership structure, sustainability and enlargement rules and procedures.

In order to assure applicability and high implementation level, this pilot action main goal is to enable learning from the insights captured during the project lifetime.



3. Target groups and beneficiaries of the transnational network

The CERlecon transnational Network targeted two distinctive user groups with respective possible activities - entrepreneurs/startups and entrepreneurial support organization in a very broad sense - it is expected that the transnational network will address each PP's needs and capabilities.

During project implementation PPs identified benefits that the transnational network had while creating plans for its deployment and sustainability.

The **key target beneficiaries** of the transnational network are **early stage entrepreneurs**, start-ups, existing young and innovative start-ups, scientists/students with entrepreneurial idea, innovative companies with need for testing the markets etc.

Each partner scanned the needs of the three cohorts' participants to identify their potential benefits that the transnational network provided to entrepreneurs and startups.

The transnational network is not a substitute for the "local ecosystems" - it should complement and address the entrepreneurial ecosystems challenges that are not addressed well on the local or national level (or impossible to address on the local level).

Possible areas for the transnational network and its activities are:

- internationalization support;
- soft landing services;
- foreign market research support;
- partner search for start-up and scale-up support;
- cooperation and staff exchange;
- networking etc.

During project implementation, each project partner gathered deeper insights and information about specific user groups as potential network beneficiaries, problems and needs of each user group, as well as possible solutions.

Each partner conducted the assessment **during and immediately after first cohort activities**, and if new insights have emerged during project implementation, the assessment was optionally repeated after each cohort, in case those insights represented an added value to the network. The assessments served as input for this Deliverable D.T2.4.2 - Pilot action for the project area and implementation of the trans. ecosystems network.



User group identification and analysis by 14 PPs:

LP - Vienna Board of Education, European Office

Startup user group or sector	Problem/opportunity to pursue for specific startup categories	Solution
Sustainability-driven Entrepreneurs	How to do business with a product/service that is sustainable or adds social value?	Adapted business models to enhance their added value and impact to be able use that advantage: Social Impact Canvas, Logic Model, Impact Measurement - Playpark Workshops
Early-Stage Start-ups	Idea is not concrete enough, not tested out. Team is very new and inexperienced.	1 on 1 coaching and workshops on design thinking, business model, team work - Playpark Coaching and Workshops
Advanced-Stage Start-ups	Need an office, meeting room and the infrastructure, right network for good connections.	Playpark Infrastructure, Mentor, Networking events
Start-ups	How can I learn from the success and failures other start-ups made and exchange knowledge and experience?	Playpark: Weekly Peer-to-Peer Learning Sessions
Young people, age 14-18	Entrepreneurial Civic Education	Supporting and facilitating a culture of maturity and autonomy for young citizens who take responsibility for themselves, others and the environment
School pupils, age 10-14	Entrepreneurial Culture	Supporting and facilitating of entrepreneurial thinking and actin: open-mindedness, creativity, readiness to assume a risk, risk awareness, goal orientation, to be proactive, and sustainability awareness
School pupils, age 6-10	Core Entrepreneurial Education	Supporting and facilitating von entrepreneurial characteristics: flexibility, and ability for implementation of own innovative ideas
Teachers/educators	Teachers and/or educators often do not know how to support/foster the development of their pupils' entrepreneurial mind-set. They lack teaching skills and/or competences as well as appropriate materials to implement 'entrepreneurship education' in their teaching.	Support teachers/educators and offer 'entrepreneurship education' workshops. Provide adequate information, teaching material and lesson plans. Implement a 'service point' teachers/educators can come back to when having specific questions.



PP2 - Vienna University of Economics and Business

Startup user group or sector	Problem/opportunity to pursue for specific startup categories	Solution
Sustainability-driven Entrepreneurs	How to do business with a product/service that is sustainable or adds social value?	Adapted business models to enhance their added value and impact to be able use that advantage: Social Impact Canvas, Logic Model, Impact Measurement - Playpark Workshops.
Early-Stage Start-ups	Idea is not concrete enough, not tested out. Team is very new and inexperienced.	1 on 1 coaching with Playpark Manager and Experts, Start-up Camps, business model, team building, Peer Feedback - Playpark Coaching and Workshops.
Advanced-Stage Start-ups	Need an office, meeting room and the infrastructure, right network for good connections.	Playpark Infrastructure, Mentor, Networking events.
Start-ups	How can I learn from the success and failures other start-ups made and exchange knowledge and experience? Need for office and very specific problems.	Playpark Networking events, Problem solving through mentor network, Playpark Infrastructure.

PP3 - Region of Veneto, Section for Labour

Startup user group or sector	Problem/opportunity to pursue for specific startup categories	Solution
Early stage entrepreneurs	Existing products/services in need of providers, partners, etc. to cooperate in the developing of the product/service.	Exchanges with complementary companies and/or successful entrepreneurs in the same field.
Innovative companies with need for testing the markets	New products/services in need of a final user test or at least of a market research.	Info about fairs (local and international); market research studies; contacts with local Administrations (transnational network).
Existing young and innovative start-ups	Innovative products/services in need of being promoted (at least locally).	Info about fairs (local and international).



PP4 - ENAIP Veneto Social Enterprise

Startup user group or sector	Problem/opportunity to pursue for specific startup categories	Solution
Existing young and innovative start-ups	Feasibility assessment of their ideas for an international release Lack of shared practices Lack of entrepreneurial skills Lack of support in the process of internationalization	Meeting potential transnational stakeholders Info about fairs and other markets Support to Ris3 approach Transnational peer approach Transnational market research and testing activities support New tools to help think outside-the-box Introduction to a hands-on approach to work effectively with ideas Get involved and challenged in the ability to think creatively.
Undergraduates with entrepreneurial mindset	Lack of a sustainable business ideas	Support to Business idea generation Introduction to a hands-on approach to work effectively with ideas Get involved and challenged in the ability to think creatively. Providing tools to evaluate: 1) the average quality of ideas, (2) the number of ideas generated, (3) the variance in the quality of ideas, and (4) the ability to discern the best ideas.



PP5 -Stuttgart Region Economic Development Corporation, WRS

Startup user group or sector	Problem/opportunity to pursue for specific startup categories	Solution
<p>User group 1 Fashion Design 1 team: students at Stuttgart Media University 1 team: with work experience</p>	<p>Technical support Identification of suppliers Lack of knowledge of pricing models for apps/ online shops</p>	<p>Support to find app developer/ software developer for online shop. Fashion business experts as mentors to support with industry specific processes.</p>
<p>User group 2 Sports 1 team: Students at Stuttgart University 1 team: with work experience</p>	<p>Key Partners: Identification of partners (i.e. sports clubs) How to get in touch with partners/ suppliers</p>	<p>Connect with existing contacts to regional sports clubs. Enable participation in suitable sports events e.g. sports hackathon. Support with marketing activities.</p>
<p>User group 3 Social Media / Webplatform / Audio 2 teams: Students at Stuttgart University 1 team: with work experience</p>	<p>Market research: Lack of market research Lack of knowledge of the competitors/ market trends</p>	<p>Networking with other startup initiatives in Stuttgart (getting to know the sector/ startups in the sector). Support by industry experts.</p>
<p>User group 4 Event 1 team: Students with working experience</p>	<p>Customer Discovery: Identification of USP Definition of target groups</p>	<p>Support by business developers and marketing experts. Support with marketing activities.</p>



PP6 - Stuttgart Media University, HdM

Startup user group or sector	Problem/opportunity to pursue for specific startup categories	Solution
<p>User group 1 Fashion Design 1 team: students at Stuttgart Media University 1 team: with work experience</p>	<p>Technical support Identification of suppliers Lack of knowledge of pricing models for apps/ online shops</p>	<p>Support to find app developer/ software developer for online shop. Fashion business experts as mentors to support with industry specific processes.</p>
<p>User group 2 Sports 1 team: Students at Stuttgart University 1 team: with work experience</p>	<p>Key Partners: Identification of partners (i.e. sports clubs) How to get in touch with partners/ suppliers</p>	<p>Connect with existing contacts to regional sports clubs. Enable participation in suitable sports events e.g. sports hackathon. Support with marketing activities.</p>
<p>User group 3 Social Media / Webplatform / Audio 2 teams: Students at Stuttgart University 1 team: with work experience</p>	<p>Market research: Lack of market research Lack of knowledge of the competitors/ market trends</p>	<p>Networking with other startup initiatives in Stuttgart (getting to know the sector/ startups in the sector). Support by industry experts</p>
<p>User group 4 Event 1 team: Students with working experience</p>	<p>Customer Discovery: Identification of USP Definition of target groups</p>	<p>Support by business developers and marketing experts. Support with marketing activities.</p>



PP7 - Municipality of the Capital of the Slovak Republic, Bratislava

Startup user group or sector	Problem/opportunity to pursue for specific startup categories	Solution
IT and apps	Start-ups focused on IT and application development represent relatively large group. Very often they face fierce competition from other start-ups and need a marketing support to put their service / product into practice or present it in front of investors to obtain additional financial resources to develop more.	Developing international investor - business angels list and present them a database of CERlecon start-ups and their services on regular basis to present and market them on larger scale.
Social innovation startups	Social innovation startups aim at socially sensitive issues, but sometimes lack the proper “business” approach and orientation.	Develop / adapt methodology specifically aimed at social innovation startups and capacity building and development (especially business-oriented skills).
High tech / advanced start-ups	Highly advanced start-ups are (our own opinion) beyond the scope of expertise of the CERlecon project. However, they join the CERlecon activities and very important for them is to have the opportunity to sell / promote their product internationally.	Develop a network chain through which an advanced start-up would have easy access to international arena, including contacts, possibilities to promote (events, fairs, conferences, etc.) and have access to investors.
“Basic level” startups (for example secondary school students with basic business ideas)	Specific group willing to become entrepreneurs, but only at the beginning of their journey. Lack presentation skills, communication on international level, etc.	Organize regular competitions to present business ideas on international level to foster presentation and communication skills.



PP8 - Slovak Business Agency, SBA

Startup user group or sector	Problem/opportunity to pursue for specific startup categories	Solution
Smart devices for homes and offices, High tech portable medical device	Problem: relatively high prices and limited purchasing power and limited market size in Slovakia, production of prototype, serial production, production facilities for serial production. Opportunity: large room for improvements in Slovakia.	The network could offer access to bigger and better suitable markets for the product and provide valuable connections to business partners, potential clients and stakeholders through networking events.
Mobile apps	Problem: high competition and rapidly changing market.	
Eco/design textiles	Problem: relatively high prices, high competition market, lack of local good quality material suppliers.	The network could offer access to bigger and better suitable markets for the product. The network could offer access to suppliers.
Education	Problem: profitability	The network could offer access to bigger and better suitable markets for the product and provide valuable connections to business partners, potential clients and stakeholders through networking events.
Health care	Problem: profitability Opportunity: large room for improvements in Slovakia	
Luxurious design products	Problem: relatively high prices and limited purchasing power and limited market size in Slovakia.	



PP9 - City of Rijeka, Department of Entrepreneurship

Startup user group or sector	Problem/opportunity to pursue for specific startup categories	Solution
Startups in general	Lack of funding (domain finance) - Financial risk is one of the primary disadvantages of business ownership. Startups are often facing funding problems - the accessibility of dedicated finance like business angels and crowd funding is still quite low in Croatia.	Information on funding opportunities can be shared through the network. PPs can share their “access” to funding resources. Network could work as a platform or “showroom” for best practices, successful startups from different Playparks could share their story - with the accent on the funding problems/solutions.
Startups - IT sector	Lack of specific mentoring support - mentoring on programming (domain Support).	The network could provide mentoring support on specific subjects. Some PPs are more competent in some areas, shared knowledge would help overcome some gaps in each Playparks mentoring network.
Startups - biotechnology, pharmaceutical industry	Lack of specific mentoring support - mentors from these sectors, biotechnology and pharmaceutical engineers (domain Support).	The network could provide mentoring support on specific subjects. Some PPs are more competent in some areas, shared knowledge would help overcome some gaps in each Playparks mentoring network.
Startups - manufacturing	Lack of skill labor (domain human capital) - lack of skilled and unskilled workers.	Network could provide information and contacts of national employment services, information on open
Startups - transport	Lack of knowledge on accounting systems in other countries (domain Support). Transporters need to have accountants in all the countries in which they work, they lack of contacts in these countries which creates problems.	The network could provide some information and contacts on accounting systems and accountants who work in these field - legal and accounting support.
Startups - social entrepreneurship	Lack of ambition/ understanding of entrepreneurship basics (domain Culture). In general, these startups are hard to convince that they are entrepreneurs first, and that every entrepreneurial rule affects them too. Extra work is needed to persuade them that chasing profit isn't something negative.	B2B meetings Sharing best practices (for playpark staff and for playpark users).



PP10 - The Science and Technology Park of the University of Rijeka, STEP RI

Startup user group or sector	Problem/opportunity to pursue for specific startup categories	Solution
Early-Stage Start-ups	Idea in seed stage and is untested. The team is unexperienced.	Workshops on design thinking and business planning at the Playpark; tailor-made mentoring to address specific needs
Tourism oriented Start-ups	Lack of time, especially during high season, although mentoring need present..	Offer tailored mentoring outside of regular working hours.
Start-ups and established SMEs	Difficult to spread to international markets.	Transnational market research and database of opportunities within the network. Offer soft-landing services.

PP11 - Statutory City of Brno, Municipal District Brno-střed and

PP12 - The Chamber of Commerce of the Czech Republic, HKCR

Startup user group or sector	Problem/opportunity to pursue for specific startup categories	Solution
Early stage (startup) ideas	Idea without deeper understanding the business consequences.	Need to validate the idea and revive all business aspects concerned.
Students with entrepreneur aspirations	Lack of necessary skills to develop idea and start the business.	Gain knowledge and skills “how to do the business”.



PP13 - Municipality of Krakow - Krakow Municipal Office, UMK

Startup user group or sector	Problem/opportunity to pursue for specific startup categories	Solution
Micro projects	Small projects, too focused on innovation at the local level. Although supporting local solutions is our goal (in Krakow), however, projects focused only on local (and very local conditions) may turn out to be too innovative and competitive in the future.	Participating in exchanges as well as confronting your own projects with projects from other cities and countries allows you to discover other good (and bad) experiences and to see your own project in a new perspective. Collaboration can allow you to take advantage of someone else's good experiences. It can also help change the scale of the project - modify its elements so that they become more flexible and can be used in other cities (countries).
Eco products	Limited ecological awareness in Poland in comparison with other markets, orientation to "traditional ecology" ("healthy food is good and tasty, so we like it") and less awareness of the need to build eco-innovation ("we do not need gardens on roofs, it costs too much and you have to put in too much effort").	The network allows you to show experiences in other countries and the measurable benefits that can be achieved through eco-activities. Activities should be based on organizing meetings with entrepreneurs in order to promote corporate social responsibility, which in Poland is not yet strong enough.
Imperfect projects	Not every idea that seems excellent really is good. Not every idea commercialization plan is perfect. We do not always have real knowledge about the needs of the market (especially global).	Unfortunately, Playparks must sometimes kill startup's dreams. But this is good. Together, we can verify projects (at the international level), help to show that similar solutions are already existing somewhere, and modify projects to increase their chances of success. And sometimes we can help to kill a project, but save the part from which something good can emerge in cooperation with start-ups (or experts) from other projects. Exchange of experience but also information on other markets, and the synergy effect can help change an imperfect project created on the basis of an interesting idea into something new and better.
Tourism and the leisure	In Krakow, we had startups offering	Both the Krakow authorities and



industry	tourist and entertainment projects. This is due to the specificity of Krakow - a city oriented towards tourists.	the NGOs operating here, and entrepreneurs have extensive experience in creating offers for tourists. It seems to us that this interest in the tourist and entertainment market among startups also creates the possibility of undertaking joint activities and creating a network of cooperation between those participants of CERlecon, for whom tourism and entertainment are also of great importance. Exchange of experiences, building joint projects and adapting local projects so that they can be used in other cities is a great opportunity to develop startups operating in the Playpark network.
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PP14 - Cracow Chamber of Commerce and Industry, CCCI

Startup user group or sector	Problem/opportunity to pursue for specific startup categories	Solution
Eco/Green industry	Low awareness of corporate social responsibility among business owners (potential clients for eco-startups).	Organizing meetings about corporate social responsibility by PP from countries with higher level of understanding of the topic (Germany, Austria?) and bringing business owners to those meetings.
Tourism and leisure industry	Opportunity for growth.	Close collaboration with Veneto and Vienna to facilitate synergies.
Creative industry	Limited number of potential clients.	Bringing startups from this field from all 7 playparks and organizing exhibition stand at relevant fairs. This will also bring opportunity for creative collaboration between startups.
Micro-startups (small non scalable ideas)	Limited innovation, innovation only on regional level.	Confronting them with people and startups from other playparks and exchanging ideas will make them realize the problem. Startup will then either modify the idea or pivot entirely.



The **secondary target group** of the transnational network are **PPs** themselves and similar entrepreneurial and startup scene support organizations, local administrations, higher education institutions etc.

Activities listed as solutions can serve as an initial list of network activities and services for which network capacities and capabilities should be built.

From the listed activities, PPs will identify their common needs and define the areas for the transnational network future use and sustainable cooperation.

Each PP also carried out a self-assessment of categories of their activities and their access to capabilities and resources in order to define transnational network potentials:

LP - Vienna Board of Education, European Office

	PP self assessment (yes/no)	Additional description
Category of activities		
Incubator	yes	Impact Hub
Accelerator	yes	WeXelerate Wirtschaftsagentur Speedinvest „Speedstartupstudio“
Science & Technology Park	yes	TECH GATE Vienna
Organization managing Startup Competitions	yes	Young Enterprises Inits JW Wien - Jungewirtschaft Enterprise Europe Network Impact Hub Winnovation STARTeurope
Organization managing Coworking Spaces	yes	Coworking Spaces Impact Hub Vienna Sektor5 University of Economics „TUW i2nkubator“
Business Support and Development Agency	yes	Vienna Business Agency WAFF (Wiener ArbeitnehmerInnen Förderungsfonds) Erste Stiftung The Woman Enterprise Service



		Bmukk Wirtschaftsagentur Wien Industriellenvereinigung Europäische Kommission Vertretung in Österreich
Local/regional government	yes	Board of Education for Vienna AK Wien/ Abt. Wirtschaftspolitik Chamber of Economics Österreich AMS für Jugendliche / Wien VEE (Vienna Entrepreneurship Education Centre)
Higher education institution	yes	
Others:	yes	WAFF (Wiener ArbeitnehmerInnen Förderungsfonds) Wirtschaftsuniversität WU Wien - Institut für Wirtschaftspädagogik Diverse Schools from Vienna WU Wien - Institut für Entrepreneurship und Innovation WIFI Impulszentrum für Entrepreneurship-Education
“Access to” startup support capabilities and resources		
Networks (local, national, international)	no	
Private funding	no	
Public funding (regional, state, EU)	no	
Industry-sectors (strategic industry partners)	no	
Market research	no	
Infrastructure	no	



PP2 - Vienna University of Economics and Business

	PP self assessment (yes/no)	Additional description
Category of activities		
Incubator	yes	
Accelerator	yes	
Science & Technology Park	no	
Organization managing Startup Competitions	no	
Organization managing Coworking Spaces	yes	
Business Support and Development Agency	yes	
Local/regional government	no	
Higher education institution	no	
“Access to” startup support capabilities and resources	yes	
Networks (local, national, international)	yes	
Private funding	no	
Public funding (regional, state, EU)	no	
Industry-sectors (strategic industry partners)	no	
Market research	yes	
Infrastructure	yes	



PP3 - Region of Veneto, Section for Labour

	PP self assessment (yes/no)	Additional description
Category of activities		
Incubator	yes	
Accelerator	yes	
Science & Technology Park	no	
Organization managing Startup Competitions	yes	
Organization managing Coworking Spaces	no	Participants are mostly well organized.
Business Support and Development Agency	yes	Funding
Local/regional government	yes	Contacts
Higher education institution	yes	When in need of developing a new product/service.
“Access to” startup support capabilities and resources		
Networks (local, national, international)	yes	Exchange weeks are useful as an exchange of view/tools, etc.
Private funding	yes	Several participants to 1 st cohort asked how to have access to funding.
Public funding (regional, state, EU)	yes	Several participants to 1 st cohort asked how to have access to funding.
Industry-sectors (strategic industry partners)	yes	
Market research	yes	For early stage entrepreneurs.
Infrastructure	no	



PP4 - ENAIP Veneto Social Enterprise

	PP self assessment (yes/no)	Additional description
Category of activities		
Incubator	yes	THE VENETO Playpark operates in Verona mainly as Pre-incubator and incubator, its activities are related to the overall activities needed to support the potential entrepreneur in developing his business idea, business model and business plan, It implies a first assessment of the idea, training, and direct one- to-one assistance necessary to put the client in the conditions to write a fully complete business plan to boost the chances to arrive to an effective start-up creation.
Accelerator	yes	THE VENETO Playpark provides, in addition to mentorship, access to logistical and technical resources as well as shared space. It also connects companies to networks of peers whose experience they can learn from.
Science & Technology Park	no	
Organization managing Startup Competitions	yes	THE VENETO Playpark is actively participating in the CERlecon competitions, also providing consultancy to the startups that are participating to other competitions.
Organization managing Coworking Spaces	yes	THE VENETO Playpark provides a shared space.
Business Support and Development Agency	no	
Local/regional government	yes	THE VENETO Playpark operates in strict cooperation with the Region Veneto.
Higher education institution	yes	THE VENETO Playpark operates in strict cooperation with the University of Verona - Potential field for research.
“Access to” startup support capabilities and		



resources		
Networks (local, national, international)	yes	CERlecon international network, NETWORK ENAIP (UK, Switzerland, Mozambique, Argentina, Brazil).
Private funding	no	
Public funding (regional, state, EU)	yes	Regional / State
Industry-sectors (strategic industry partners)	yes	Confindustria Veneto: synergy with Enaip. The association includes companies and entrepreneurs in the Veneto Region, with the aim to promote the Made in Italy in the world.
Market research	yes	The Veneto Playpark provides trainings, tools and methodologies to gather traditional data and information, to implement market research practices, to get a deep and current understanding of the technologies, markets and issues.
Infrastructure	no	

PP5 - Stuttgart Region Economic Development Corporation, WRS

	PP self assessment (yes/no)	Additional description
Category of activities		
Incubator	yes	Visits and cooperation with different incubators in the regions.
Accelerator	yes	Visits and cooperation with different accelerators in the regions .
Science & Technology Park	no	There is no such thing in Stuttgart.
Organization managing Startup Competitions	yes	Spreading the word for different competitions on regional level - in case startups are interested we support them with individual pitch training.
Organization managing Coworking Spaces	yes	Visits and cooperation with different coworking spaces in the



		regions.
Business Support and Development Agency	yes	WRS, Business Angels and others depending on the needs of the startups are involved.
Local/regional government	yes	City of Stuttgart is involved in different activities.
Higher education institution	yes	Stuttgart Media Universities and other regional universities for cooperation.
“Access to” startup support capabilities and resources		
Networks (local, national, international)	Yes	Very broad from other incubators and accelerators to networking events and branches conferences etc. Networking is one of the biggest parts we are tackling and we including playpark members are also taking part in other events like startup fairs, festivals, pitches.
Private funding	yes	Seminars and workshops, Access to Business Angels Region Stuttgart (BARS).
Public funding (regional, state, EU)	yes	Support during “Exist” (national funding programme) application and other programmes .
Industry-sectors (strategic industry partners)	yes	Networking events, best practice presentations, success stories.
Market research	yes	Seminar & workshop in the beginning of the training and validation later on.
Infrastructure	yes	Events, activities, individual mentoring and coaching.



PP6 - Stuttgart Media University, HdM

	PP self assessment (yes/no)	Additional description
Category of activities		
Incubator	yes	Visits and cooperation with different incubators in the regions.
Accelerator	yes	Visits and cooperation with different accelerators in the regions .
Science & Technology Park	no	There is no such thing in Stuttgart.
Organization managing Startup Competitions	yes	Spreading the word for different competitions on regional level - in case startups are interested we support them with individual pitch training.
Organization managing Coworking Spaces	yes	Visits and cooperation with different coworking spaces in the regions.
Business Support and Development Agency	yes	WRS, Business Angels and others depending on the needs of the startups are involved.
Local/regional government	yes	City of Stuttgart is involved in different activities.
Higher education institution	yes	Stuttgart Media Universities and other regional universities for cooperation.
“Access to” startup support capabilities and resources		
Networks (local, national, international)	Yes	Very broad from other incubators and accelerators to networking events and branches conferences etc. Networking is one of the biggest parts we are tackling and we including playpark members are also taking part in other events like startup fairs, festivals, pitches.
Private funding	yes	Seminars and workshops, Access to Business Angels Region Stuttgart (BARS).



Public funding (regional, state, EU)	yes	Support during “Exist” (national funding programme) application and other programmes .
Industry-sectors (strategic industry partners)	yes	Networking events, best practice presentations, success stories.
Market research	yes	Seminar & workshop in the beginning of the training and validation later on.
Infrastructure	yes	Events, activities, individual mentoring and coaching.

PP7 - Municipality of the Capital of the Slovak Republic, Bratislava

	PP self assessment (yes/no)	Additional description
Category of activities		
Incubator	no	City of Bratislava has no possibility / intention of incubation services, however, has good contacts to University and other incubators.
Accelerator	no	See above
Science & Technology Park	no	See above
Organization managing Startup Competitions	yes	Bratislava is able to manage competition in cooperation with some expert support. It can provide space and necessary propagation for the event.
Organization managing Coworking Spaces	no	City of Bratislava has no possibility / intention of coworking services, however, has good contacts to coworking spaces.
Business Support and Development Agency	no	City of Bratislava can provide only basic business support (how to establish business, law, accounting advice, etc), which is derived from its competences. It has some contacts to other agencies (Chambre of commerce, etc.)
Local/regional government	yes	City of Bratislava itself and its good contacts to municipal



		districts and regional / state authorities is suitable.
Higher education institution	no	However, City of Bratislava has good connections to high schools and universities in the area and can approach them with cooperation.
“Access to” startup support capabilities and resources		
Networks (local, national, international)	yes	City of Bratislava can approach and join networking - project activities supporting start-up environment.
Private funding	no	City of Bratislava has no direct access to private funding initiatives, however can establish some (especially business angels investors, etc.)
Public funding (regional, state, EU)	yes	City of Bratislava is eligible partner for public funded projects and is able to provide some limited support from its own budget.
Industry-sectors (strategic industry partners)	yes	City of Bratislava has contacts and is able to establish cooperation with strategic industry partners.
Market research	no	
Infrastructure	Yes	

PP8 - Slovak Business Agency, SBA

	PP self assessment (yes/no)	Additional description
Category of activities		
Incubator	yes	One of the activities of National Business Center national project.
Accelerator	yes	One of the activities of National Business Center national project.
Science & Technology Park	no	
Organization managing Startup Competitions	yes	One of the activities that SBA does in various projects.



Organization managing Coworking Spaces	yes	Yes within National Business Center national project
Business Support and Development Agency	yes	Core activity of SBA.
Local/regional government	no	
Higher education institution	no	
“Access to” startup support capabilities and resources		
Networks (local, national, international)	yes	SBA is part of various national and international networks.
Private funding	no	
Public funding (regional, state, EU)	yes	Daughter company is fund of funds managing several venture capital funds.
Industry-sectors (strategic industry partners)	no	
Market research	yes	SBA has its own analysis department.
Infrastructure	yes	SBA offers co-working space premises for start-ups.

PP9 - City of Rijeka, Department of Entrepreneurship

	PP self assessment (yes/no)	Additional description
Category of activities		
Incubator	yes	City of Rijeka runs startup incubator for young people with business idea for 5 years (more than 360 users so far), and also owns an ltd. that runs incubators for young SMEs from 1996. (more than 130 users so far).
Accelerator	no	That activity is planned in the future and help in form of advice, best practices etc. from other experienced PPs would be appreciated.
Science & Technology Park	no	
Organization managing Startup Competitions	no	That activity is planned in the future, and help in form of



		advice, best practices etc. from other experienced PPs would be appreciated.
Organization managing Coworking Spaces	yes	
Business Support and Development Agency	no	
Local/regional government	yes	
Higher education institution	no	
“Access to” startup support capabilities and resources		
Networks (local, national, international)	yes	
Private funding	no	
Public funding (regional, state, EU)	yes	
Industry-sectors (strategic industry partners)	yes	City of Rijeka is a part of two centers of competences in Croatia - Center of competences for smart cities and center of competences for shipbuilding industry.
Market research	yes	
Infrastructure	yes	

PP10 - STEP RI Science and Technology Park of the University of Rijeka

	PP self assessment (yes/no)	Additional description
Category of activities		
Incubator	yes	
Accelerator	yes	
Science & Technology Park	yes	
Organization managing Startup Competitions	yes	
Organization managing Coworking Spaces	yes	
Business Support and Development Agency	yes	



Local/regional government	no	
Higher education institution	no	
“Access to” startup support capabilities and resources		
Networks (local, national, international)	yes	
Private funding	no	
Public funding (regional, state, EU)	yes	
Industry-sectors (strategic industry partners)	no	
Market research	yes	
Infrastructure	yes	

PP11 - Statutory City of Brno, Municipal District Brno-střed and

PP12 - The Chamber of Commerce of the Czech Republic, HKCR

	PP self assessment (yes/no)	Additional description
Category of activities		
Incubator	yes	South Moravian Innovation Centre and VTP Brno, a.s. operates incubators in Brno. South Moravian Regional Chamber of Commerce is a share-holder of VTP Brno and cooperation subject of South Moravian Innovation Centre.
Accelerator	yes	South Moravian Innovation Centre operates accelerator in Brno. It is a cooperation subject of Chamber of Commerce.
Science & Technology Park	yes	VTP Brno, a.s. and Biology Park Brno s.r.o. and other technology parks in Brno. South Moravian Regional Chamber of Commerce is a share-holder of VTP Brno and Biology Park Brno.
Organization managing Startup Competitions	yes	South Moravian Innovation Centre operates incubator is the leader in South Moravian Region in



		organization managing startup competition. It is a cooperation subject of Chamber of Commerce.
Organization managing Coworking Spaces	yes	Impact Hub Brno is organization specialized in offering coworking spaces.
Business Support and Development Agency	yes	Czech Chamber of Commerce is business support agency.
Local/regional government	yes	Regional Authority of South Moravian Region is a regional government. It is important partner for Chamber of Commerce.
Higher education institution	yes	In South Moravian Region are situated 5 main universities: Masaryk university, Mendel University, Brno University of Technology, Veterinary and pharmaceutical University and University of Defense. Chamber of commerce cooperates with all of them except University of Defense.
“Access to” startup support capabilities and resources		
Networks (local, national, international)	yes	Czech Chamber of Commerce has deep relationship and connections to partners in business and government at local, regional and national context.
Private funding	(yes)	Czech Chamber of Commerce have established relationship with private funding actors.
Public funding (regional, state, EU)	(yes)	Czech Chamber of Commerce has experience with public funding
Industry-sectors (strategic industry partners)	(yes)	Czech Chamber of Commerce have contacts and established relationship with strategic industry partners.
Market research	no	
Infrastructure	no	



PP13 - Municipality of Krakow - Krakow Municipal Office, UMK

	PP self assessment (yes/no)	Additional description
Category of activities		
Incubator	no	
Accelerator	no	
Science & Technology Park	no	
Organization managing Startup Competitions	yes	
Organization managing Coworking Spaces	no	
Business Support and Development Agency	no	
Local/regional government	yes	
Higher education institution	no	
“Access to” startup support capabilities and resources		
Networks (local, national, international)	yes	
Private funding	no	
Public funding (regional, state, EU)	yes	
Industry-sectors (strategic industry partners)	no	
Market research	yes	
Infrastructure	yes	

PP14 - Cracow Chamber of Commerce and Industry, CCCI

	PP self assessment (yes/no)	Additional description
Category of activities		
Incubator	no	
Accelerator	no	



Science & Technology Park	no	
Organization managing Startup Competitions	no	
Organization managing Coworking Spaces	no	
Business Support and Development Agency	yes	Chambers of commerce and industry in Poland are self-government, non-profit organizations supporting business.
Local/regional government	no	
Higher education institution	no	
“Access to” startup support capabilities and resources		
Networks (local, national, international)	yes	Our Chamber is a member of Enterprise Europe Network - one of the largest business support networks in the world, created by the European Commission (EASME).
Private funding	no	
Public funding (regional, state, EU)	yes	We provide information and support for SMEs looking for public funding (it is one of the tasks of Enterprise Europe Network offices)
Industry-sectors (strategic industry partners)	yes	Some of the Chamber member companies are industry sector leaders or main players.
Market research	yes	Chamber provides this kind of services (free for its members or as a paid service for non-members).
Infrastructure	no	



Possible transnational network activities, based on identified PPs capabilities and startup needs are:

- joint transnational startup/entrepreneurial support events;
- institutional cooperation in startup support programme;
- soft-landing programme;
- legal and accounting support;
- transnational market research and testing activities support;
- startup B2B partnerships support;
- best practice exchange;
- institutional cooperation in programme development and implementation;
- joint trainings, expert or programme certifications;
- meeting room and temporary office availability for transnational startup initiatives and soft landing activities etc.

Based on this concept, PPs contributed to Deliverable D.T2.4.2 - Pilot action for the project area and implementation of the trans. ecosystems network.

4. Rules of procedure and services offered

In order to become truly operational, the transnational network should have:

- basic rules of procedure and standards of doing business;
- basic services and additional resources offered by each network member.

Regarding the basic rules of procedure and standards of doing business, PPs have to decide:

- how the network will be managed and operated;
- membership structure and enlargement rules and procedures;
- cost structure and sustainability principles.

In general, CERlecon's Rules of Procedure (D.M.1.2) and Letters of commitment for the sustainability of reg. Playparks and the Playparks network (D.T2.2.1) are the foundations for the creation of the transnational network basic rules of procedure and standards of doing business.

New, additional costs or investments are not envisaged. The basic features of the transnational network should be built upon existing PPs' capacities and on those created by the CERlecon project.

Each partner decided on its level of commitment and in case that additional funding is required, is responsible for assuring additional funding either through their final beneficiaries or through public funding (local, regional, national or transnational).



4.1. Services and additional resources offered by each network member

The CERlecon partnership is made of very different institutions - from regional or city governments to universities, from industry associations and chambers to entrepreneurial support institutions.

Therefore, it is very difficult to define a common level of capacities and resources that should be dedicated by each PP and available to the transnational network.

As a starting point, Playparks, Playpark trainers and the Playpark programme are common capacities and should represent key elements of the transnational network establishment.

As an innovative and different solution to regional entrepreneurial ecosystem deficiencies, the transnational network should start as a low cost, pragmatic and result oriented “add-on” to regional playparks and their capacities.

In order to assure the complementary role of the transnational network to regional playparks, an assessment of the expected network influence towards existing entrepreneurial ecosystems from a 6 domains perspective was needed.

Thus, each partner was expected to assess the regional limitations of their regional entrepreneurial ecosystems, and to suggest activities and capabilities that have resulted from the transnational network, able to address the identified regional limitations.

The assessment was conducted during the first cohort, revised again after second and third cohort.

Results and outcomes of the evaluation, as well as the regional activities and expertise of each partner for the purposes of the transnational network are listed below:

LP - Vienna Board of Education, European Office

Domain	Regional limitations ¹ of entrepreneurial ecosystems	Suggested activities and capabilities generated by the transnational network
<p>Culture</p> <p>A conducive culture</p> <ul style="list-style-type: none"> • Success stories • Societal norms 	<p>Limitation on communication within the Scene, especially with Stakeholders.</p> <p>Lack of educational concepts and materials for teachers/educational culture towards the education of an entrepreneurial mind-set.</p> <p>Education of an entrepreneurial mind-set within the domain ‘Culture’ would mean being able to deal with risk, mistakes, failure, being creative and innovative.</p>	<p>Creating spaces and events to create and foster culture and community building.</p> <p>Generating societal norms of acceptance: Failing in Start-up world as part of process</p> <p>Provide adequate information, teaching material and lesson plans (online available, English, easy to adapt) for teachers. Implement a (virtual) ‘service point’ teachers/educators can come back to when having specific questions.</p> <p>Providing information about ‘best</p>

¹ Regional limitations have been identified partly in Deliverable D.T1.1.1. However, this table expects PPs to fill only those specific regional limitations that the Network can directly address and contribute to solve.



Domain	Regional limitations ¹ of entrepreneurial ecosystems	Suggested activities and capabilities generated by the transnational network
		practice examples’.
<p>Policy Facilitating policies and leadership</p> <ul style="list-style-type: none"> • Leadership • Government 	<p>Governmental limitations: Cutting of funding for educational-innovation foundations Reach-out to politicians is difficult</p>	<p>Events for interlinking Start-up Scene with politicians and government. Promote the Complex interactions of key players. Promote societal legitimacy.</p>
<p>Finance Availability of dedicated finance</p> <ul style="list-style-type: none"> • Financial capital 	<p>Start-up have some possibilities for small amounts at the beginning. Greater amounts for Start-up investment is scarce</p>	<p>Raise more awareness on these topics and facilitate change. Knowledge spreading of available finance options (angel investors etc.).</p>
<p>Human Capital Relevant human capital</p>	<p>High academic background, but few ‘serial entrepreneurs’. More highly advanced technological experience is needed. Lack of an ‘official framework’ for the implementation of ‘entrepreneurship education’ in schools. Lack of knowledge/ examples/ framework blueprints for implementation.</p>	<p>Raise R&D Funding at Universities. Attract latent high-tech entrepreneurs and other types of high expectation entrepreneurs by showing a successful, thriving entrepreneurial ecosystem. Inform official school authorities about ‘best practice’ examples of the implementation of ‘entrepreneurship education’ within the school system. Provide examples and adaptable frameworks online.</p>
<p>Markets Venture-friendly markets for products</p>	<p>Difficulties entering with new products.</p>	<p>Reinforce Start-up Culture, Entrepreneurs Network, Diversify distribution Channel.</p>
<p>Support A wide set of institutional and infrastructural support</p>	<p>The institutional and infrastructural support is available, however only few connection points and synergies between them.</p>	<p>Networking event, stakeholder involvement, cooperation, conferences, legal advice.</p>



PP2 - Vienna University of Economics and Business

Domain	Regional limitations of entrepreneurial ecosystems	Suggested activities and capabilities generated by the transnational network
<p>Culture</p> <p>A conducive culture</p> <ul style="list-style-type: none"> • Success stories • Societal norms 	<p>Limitation on communication within the Scene, especially with Stakeholders.</p> <p>Many failure stories, few successes.</p>	<p>Creating spaces and events to create and foster culture and community building</p> <p>Generating societal norms of acceptance: Failing in Start-up world as part of process</p>
<p>Policy</p> <p>Facilitating policies and leadership</p> <ul style="list-style-type: none"> • Leadership • Government 	<p>Governmental limitations:</p> <p>Cutting of funding for educational-innovation foundations</p> <p>Reach-out to politicians is difficult</p>	<p>Events for interlinking Start-up Scene with politicians and government</p> <p>Promote the Complex interactions of key players</p> <p>Promote societal legitimacy</p>
<p>Finance</p> <p>Availability of dedicated finance</p> <ul style="list-style-type: none"> • Financial capital 	<p>Start-up have some possibilities for small amounts at the beginning.</p> <p>Greater amounts for Start-up investment are scarce.</p>	<p>Raise more awareness on these topics and facilitate change. Knowledge spreading of available finance options (angel investors etc.)</p>
<p>Human Capital</p> <p>Relevant human capital</p>	<p>High academic background, but few ‘serial entrepreneurs’</p> <p>More highly advanced technological experience is needed.</p>	<p>Raise R&D Funding at Universities.</p> <p>Attract latent high-tech entrepreneurs and other types of high expectation entrepreneurs by showing a successful, thriving entrepreneurial ecosystem.</p>
<p>Markets</p> <p>Venture-friendly markets for products</p>	<p>Difficulties entering with new products, tough market competition.</p>	<p>Reinforce Start-up Culture, Entrepreneurs Network, Diversify distribution Channel,</p> <p>Enlarge partner/network channels for contacts in industry.</p>
<p>Support</p> <p>A wide set of institutional and infrastructural support</p>	<p>The institutional and infrastructural support is available, however only few connection points and synergies between them.</p>	<p>Networking event, stakeholder involvement, cooperation, conferences, legal advice.</p>



PP3 - Region of Veneto, Section for Labour

Domain	Regional limitations of entrepreneurial ecosystems	Suggested activities and capabilities generated by the transnational network
<p>Culture A conducive culture</p> <ul style="list-style-type: none"> • Success stories • Societal norms 	/	/
<p>Policy Facilitating policies and leadership</p> <ul style="list-style-type: none"> • Leadership • Government 	Exchange weeks did not schedule meetings with local governments/stakeholders to introduce their tools in favor of start-ups.	Local governments could be informed about foreign or local start-uppers looking for contacts.
<p>Finance Availability of dedicated finance</p> <ul style="list-style-type: none"> • Financial capital 	Participants to cohorts often asked how to get access/find funds for their start-ups.	Local Administrations, banks, Foundations could be invited to exchange weeks in order to promote their financial tools.
<p>Human Capital Relevant human capital</p>	/	/
<p>Markets Venture-friendly markets for products</p>	/	Information at least about local fairs; at a further step, access to official market research results.
<p>Support A wide set of institutional and infrastructural support</p>	/	/



PP4 - ENAIP Veneto Social Enterprise

Domain	Regional limitations of entrepreneurial ecosystems	Suggested activities and capabilities generated by the transnational network
<p>Culture</p> <p>A conducive culture</p> <ul style="list-style-type: none"> • Success stories • Societal norms 	<p>Veneto is one of the regions with the highest number of innovative startups. The main sectors of innovative startups services to enterprises (software and IT consulting, R&D services, information services); industrial manufacture; commerce and tourism.</p>	<p>Improving the dissemination of the concept and orientations on how to develop research and innovation strategies for smart specialization (RIS3).</p>
<p>Policy</p> <p>Facilitating policies and leadership</p> <ul style="list-style-type: none"> • Leadership • Government 	<p>Lack of opportunities to engage the participants with policy-makers and local governments.</p>	<p>Improving the involvement of local authorities during the exchange weeks.</p>
<p>Finance</p> <p>Availability of dedicated finance</p> <ul style="list-style-type: none"> • Financial capital 	<p>Low information regarding dedicated potential finance.</p>	<p>Possible meetings with Foundations.</p>
<p>Human Capital</p> <p>Relevant human capital</p>	<p>In Veneto Region Entrepreneurship Education (EE) represents a challenge for education, it is largely confined to technical and vocational studies. This in turn requires the adoption of teaching methodologies suitable for fostering those essential capabilities.</p>	<p>Introducing EE in the general secondary school curriculum focusing on the development of skills and abilities now deemed an essential part of what is termed the “entrepreneurial mindset”.</p>
<p>Markets</p> <p>Venture-friendly markets for products</p>	<ol style="list-style-type: none"> 1) AGRIFOOD 2) SUSTAINABLE LIVING 3) SMART MANUFACTURING 4) CREATIVE INDUSTRIES 	<p>Disseminating the Ris3 approach at regional level.</p>
<p>Support</p> <p>A wide set of institutional and infrastructural support</p>	<p>In synergy with the Region Veneto actions are implemented to promote women and young entrepreneurs through the implementation of measures to boost creativity, innovation and entrepreneurship business for both development, economic growth and employment.</p>	<p>Improve the synergy with other stakeholders.</p>



PP5 - Stuttgart Region Economic Development Corporation, WRS

Domain	Regional limitations of entrepreneurial ecosystems	Suggested activities and capabilities generated by the transnational network
<p>Culture</p> <p>A conducive culture</p> <ul style="list-style-type: none"> • Success stories • Societal norms 	<p>Dependency on regional leading industry sectors (hitech, automotive, machinery).</p> <p>Difficult for Social innovation start-ups and creative startups to get support or to realize ideas.</p>	<p>Due to project quota for social innovation/economic start-ups it is ensured that the region supports social projects.</p> <p>Social Innovation and intercultural themes are on the move as many citizens recognize the need for change on many levels.</p>
<p>Policy</p> <p>Facilitating policies and leadership</p> <ul style="list-style-type: none"> • Leadership • Government 	<p>Complicated political competencies due to regional structure: policies are discussed and implemented on a communal, regional and county level, which is very time-consuming.</p>	<p>Through the project creating a platform for policy makers from all levels to come to a common awareness and understanding on how to support start-ups.</p>
<p>Finance</p> <p>Availability of dedicated finance</p> <ul style="list-style-type: none"> • Financial capital 	<p>Not enough adequate finance options for young and very small enterprises.</p> <p>Difficult to get suitable capital for non-tech enterprises.</p>	<p>Information activities for and cooperation with banks, business angels, venture capitalists etc.</p> <p>Crowdfunding is a good method for startups at an early stage and is promoted by regional institutions and education facilities.</p>
<p>Human Capital</p> <p>Relevant human capital</p>	<p>Shortage in skilled personnel.</p>	<p>Support of educational measures on business development within a very early stage (school, colleges, uni).</p>
<p>Markets</p> <p>Venture-friendly markets for products</p>	<p>Low enterprise founding rate due to low unemployment rate.</p>	<p>Development of tool set for students and young entrepreneurs to find their business ideas and follow-up until market entry.</p>
<p>Support</p> <p>A wide set of institutional and infrastructural support</p>	<p>Many initiatives for hitech start-ups ready for market entry.</p> <p>Not many early stage support initiatives.</p>	<p>CERlecon fills the gap accordingly with the playparks as it focusses on early stage.</p>



PP6 - Stuttgart Media University, HdM

Domain	Regional limitations of entrepreneurial ecosystems	Suggested activities and capabilities generated by the transnational network
<p>Culture</p> <p>A conducive culture</p> <ul style="list-style-type: none"> • Success stories • Societal norms 	<p>Dependency on regional leading industry sectors (hi-tech, automotive, machinery).</p> <p>Difficult for Social innovation start-ups and creative startups to get support or to realize ideas.</p>	<p>Due to project quota for social innovation/economic start-ups it is ensured that the region supports social projects.</p> <p>Social Innovation and intercultural themes are on the move as many citizens recognize the need for change on many levels.</p>
<p>Policy</p> <p>Facilitating policies and leadership</p> <ul style="list-style-type: none"> • Leadership • Government 	<p>Complicated political competencies due to regional structure: policies are discussed and implemented on a communal, regional and county level, which is very time-consuming.</p>	<p>Through the project creating a platform for policy makers from all levels to come to a common awareness and understanding on how to support start-ups.</p>
<p>Finance</p> <p>Availability of dedicated finance</p> <ul style="list-style-type: none"> • Financial capital 	<p>Not enough adequate finance options for young and very small enterprises.</p> <p>Difficult to get suitable capital for non-tech enterprises.</p>	<p>Information activities for and cooperation with banks, business angels, venture capitalists etc.</p> <p>Crowdfunding is a good method for startups at an early stage and is promoted by regional institutions and education facilities.</p>
<p>Human Capital</p> <p>Relevant human capital</p>	<p>Shortage in skilled personnel.</p>	<p>Support of educational measures on business development within a very early stage (school, colleges, uni).</p>
<p>Markets</p> <p>Venture-friendly markets for products</p>	<p>Low enterprise founding rate due to low unemployment rate.</p>	<p>Development of tool set for students and young entrepreneurs to find their business ideas and follow-up until market entry.</p>
<p>Support</p> <p>A wide set of institutional and infrastructural support</p>	<p>Many initiatives for hi-tech start-ups ready for market entry.</p> <p>Not many early stage support initiatives.</p>	<p>CERlecon fills the gap accordingly with the playparks as it focusses on early stage.</p>



PP7 - Municipality of the Capital of the Slovak Republic, Bratislava

Domain	Regional limitations of entrepreneurial ecosystems	Suggested activities and capabilities generated by the transnational network
<p>Culture A conducive culture</p> <ul style="list-style-type: none"> • Success stories • Societal norms 	Limited international aspect.	Dissemination of success stories, etc. through network on regular basis (form of database, newsletter, or other).
<p>Policy Facilitating policies and leadership</p> <ul style="list-style-type: none"> • Leadership • Government 	Limited knowledge about the international cooperation and projects.	Network could provide short information on approach towards individual RIS3 development and realization, stories on international project development and engagement.
<p>Finance Availability of dedicated finance</p> <ul style="list-style-type: none"> • Financial capital 	Limited knowledge about the international projects and financing (for example H2020, etc.).	Network partners should be in contact and involve each other into international partnerships.
<p>Human Capital Relevant human capital</p>	Foreign experts, keynote speakers.	Network could develop a list of key experts available for presentations, events, etc abroad.
<p>Markets Venture-friendly markets for products</p>	/	/
<p>Support A wide set of institutional and infrastructural support</p>	Communication tool.	Besides email and phone, network should have some simple communication tool and document SharePoint available.



PP8 - Slovak Business Agency, SBA

Domain	Regional limitations of entrepreneurial ecosystems	Suggested activities and capabilities generated by the transnational network
<p>Culture</p> <p>A conducive culture</p> <ul style="list-style-type: none"> • Success stories • Societal norms 	<p>Prevailing masculinity in entrepreneurship.</p> <p>Lower perception of entrepreneurship as a good career choice.</p> <p>Lack of education dedicated to entrepreneurship.</p>	<p>Transfer of best practices and inspiration drawing from better performing regions within the network.</p>
<p>Policy</p> <p>Facilitating policies and leadership</p> <ul style="list-style-type: none"> • Leadership • Government 	<p>Administrative environment remains burdensome, affecting start-up activity.</p>	<p>Transfer of best practices and inspiration drawing from better performing regions within the network.</p>
<p>Finance</p> <p>Availability of dedicated finance</p> <ul style="list-style-type: none"> • Financial capital 	<p>Low share of private financing of R&D.</p> <p>Scarce availability of equity financing and early stage financing.</p>	<p>Transfer of best practices and inspiration drawing from better performing regions within the network.</p> <p>Access to foreign investors through international (pitching) events and exchanges.</p>
<p>Human Capital</p> <p>Relevant human capital</p>	<p>Creation of human capital in entrepreneurship and R&D is hindered by no specialized education, low wages and resulting brain drain.</p>	<p>Transfer of best practices and inspiration drawing from better performing regions within the network.</p>
<p>Markets</p> <p>Venture-friendly markets for products</p>	<p>Low extra-EU trade performance of SMEs.</p> <p>Low state support for internationalization.</p>	<p>Use of network to access new contacts and possibly new markets through new business opportunities.</p>
<p>Support</p> <p>A wide set of institutional and infrastructural support</p>	<p>/</p>	<p>/</p>



PP9 - City of Rijeka, Department of Entrepreneurship

Domain	Regional limitations of entrepreneurial ecosystems	Suggested activities and capabilities generated by the transnational network
<p>Culture</p> <p>A conducive culture</p> <ul style="list-style-type: none"> • Success stories • Societal norms 	<p>Society's perceptions of business failure is still quite negative.</p> <p>Entrepreneurs who exited failed businesses are less likely to reenter into entrepreneurial activity, and people with business ideas need an "extra push" because they are afraid of failure.</p>	<p>Sharing best practices on overcoming that kind of mindset.</p> <p>Joint transnational start-up/entrepreneurial support events on the subject of failure and overcoming failure.</p>
<p>Policy</p> <p>Facilitating policies and leadership</p> <ul style="list-style-type: none"> • Leadership • Government 	/	/
<p>Finance</p> <p>Availability of dedicated finance</p> <ul style="list-style-type: none"> • Financial capital 	<p>Startups are often facing funding problems - the accessibility of dedicated finance like business angels and crowd funding is still quite low in Croatia.</p>	<p>Information on funding opportunities can be shared through the network.</p> <p>PPs can share their "access" to funding resources.</p> <p>Network could work as a platform or "showroom" for best practices, successful startups from different Playparks could share their story - with the accent on the funding problems/solutions.</p>
<p>Human Capital</p> <p>Relevant human capital</p>	<p>In some fields we lack specialized mentoring support.</p>	<p>Network could offer mentoring support - mentoring from other playparks.</p> <p>Joint trainings for playpark staff and mentors - sharing knowledge and best practices concept.</p>
<p>Markets</p> <p>Venture-friendly markets for products</p>	<p>Our startups are often facing problems with market research, their vision on market needs isn't realistic.</p>	<p>Providing transnational market research support.</p> <p>Providing information on market needs.</p>
<p>Support</p> <p>A wide set of institutional and infrastructural support</p>	<p>Our startups lack information on institutional and infrastructural support in countries other than Croatia.</p>	<p>Providing information and contacts of business support institutions and private professional consulting companies in PPs countries/regions.</p> <p>Organizing B2B events (maybe online) on different subject regarding our playpark users' current needs.</p>



PP10 - STEP RI Science and Technology Park of the University of Rijeka

Domain	Regional limitations of entrepreneurial ecosystems	Suggested activities and capabilities generated by the transnational network
<p>Culture A conducive culture</p> <ul style="list-style-type: none"> • Success stories • Societal norms 	<p>Few regional success stories.</p> <p>Self-employment not regarded as desirable.</p>	<p>Mapping regional and international success stories.</p> <p>Inviting success stories to hold inspirational talks (international Playpark events).</p>
<p>Policy Facilitating policies and leadership</p> <ul style="list-style-type: none"> • Leadership • Government 	<p>Hard to reach decision-makers or implementing change.</p> <p>Administrative part for start-ups requires high time and skill investments.</p>	<p>Invite LAs to Playpark events or exchange weeks to raise awareness.</p> <p>The numerous CERlecon network could make a pressure point towards leaders to implement change.</p>
<p>Finance Availability of dedicated finance</p> <ul style="list-style-type: none"> • Financial capital 	<p>Scarce financial investment.</p> <p>Cuts of public budget funding.</p>	<p>Raise awareness on available funding, national and international.</p> <p>Search for investments when a project seems ready.</p> <p>Promote alternative financing (crowdfunding).</p>
<p>Human Capital Relevant human capital</p>	<p>Lack of entrepreneurial knowledge.</p> <p>Sometimes specific (tech) skills are needed.</p>	<p>Promote entrepreneurial skills and literacy, from basic to advanced among all age groups, if possible, especially in youth.</p> <p>Connect start-ups with professionals from a certain area.</p>
<p>Markets Venture-friendly markets for products</p>	<p>Difficulties spreading to local or international markets.</p>	<p>Incentives to join relevant fairs.</p> <p>Transnational market opportunities research and database.</p> <p>Make good use of networks such as CERlecon or EEN.</p> <p>Offer soft-landing services.</p>
<p>Support A wide set of institutional and infrastructural support</p>	<p>Various regional support institutions not collaborating.</p>	<p>Map needs and strategically address these to efficiently support.</p>



PP11 - Statutory City of Brno, Municipal District Brno-střed and

PP12 - The Chamber of Commerce of the Czech Republic, HKCR

Domain	Regional limitations of entrepreneurial ecosystems	Suggested activities and capabilities generated by the transnational network
<p>Culture A conducive culture</p> <ul style="list-style-type: none"> • Success stories • Societal norms 	<p>South Moravian Regional eco-system enables grows of entrepreneurs and companies and promotes successful companies in Czech Republic and abroad.</p>	<p>International promotion of success stories.</p>
<p>Policy Facilitating policies and leadership</p> <ul style="list-style-type: none"> • Leadership • Government 	<p>South Moravian Region is a leader in area of innovative policy in Czech Republic, because Regional Innovation Strategy is deeply implemented. So, in this area are no limitations.</p>	<p>Larger international promotion of early stage start-ups.</p>
<p>Finance Availability of dedicated finance</p> <ul style="list-style-type: none"> • Financial capital 	<p>South Moravian Region is one of the most developed regions in Czech Republic mainly in ICT, high technology and vinery. But seed and venture financing are middle-developed. Region needs more finance from H2020 Programme.</p>	<p>More international venture capital funds and more projects from H2020 Programme.</p>
<p>Human Capital Relevant human capital</p>	<p>In South Moravian Region is huge lack of employees because unemployment is less than 4%. So, in our region we really need more well skilled people.</p> <p>In our region employers cooperate with schools according to market demand.</p>	<p>Creation of international pool of high skilled employees for high innovative regions.</p>
<p>Markets Venture-friendly markets for products</p>	<p>In South Moravian Region is created lot of start-ups, because demand of their products is still high.</p>	<p>/</p>
<p>Support A wide set of institutional and infrastructural support</p>	<p>Thanks to well implemented Regional Innovation Strategy in South Moravian Region is wide set of institutional and infrastructural support.</p>	<p>New possibilities of international support for high potential innovation regions.</p>



PP13 - Municipality of Krakow - Krakow Municipal Office, UMK

Domain	Regional limitations of entrepreneurial ecosystems	Suggested activities and capabilities generated by the transnational network
<p>Culture A conducive culture</p> <ul style="list-style-type: none"> • Success stories • Societal norms 	<p>Focusing on local conditions (cultural, social), perception of the world through the local prism.</p>	<p>Meetings with people from other countries (other startups, investors, trainers, clients) allow you to change your eyes, see other conditions, possibilities and potentials.</p>
<p>Policy Facilitating policies and leadership</p> <ul style="list-style-type: none"> • Leadership • Government 	<p>no limitations to the local policy (apart from legal solutions at the national and EU level)</p>	<p>The partner (city hall) can help other partners and startups to get to know the local conditions and can also make efforts to convince the City Council of Krakow (responsible for local legislation) to become interested in the project and support it.</p>
<p>Finance Availability of dedicated finance</p> <ul style="list-style-type: none"> • Financial capital 	<p>There is still not enough about many companies that make seed funds.</p>	<p>Cooperation creates the opportunity to benefit from foreign support. Playpark also enables better organized promotion (of projects and startups), which may attract investors' attention.</p>
<p>Human Capital Relevant human capital</p>	<p>This is not a problem in Krakow (there are 23 universities here).</p>	
<p>Markets Venture-friendly markets for products</p>	<p>The market in Poland is still growing, however, for really large projects, you may need (financial, investment) support from outside.</p>	<p>The network provides the opportunity to exchange experiences and good practices. The network provides an opportunity to present your product (idea, project) on other markets and to gain partners who know these markets.</p>
<p>Support A wide set of institutional and infrastructural support</p>	<p>Poland is still a young market, it needs support in building promotion methods, competition with older and more powerful markets.</p>	<p>Exchange of experience and transfer of good practices are the most important; Synergy effects accompanying joint activities are also important.</p>



PP14 - Cracow Chamber of Commerce and Industry, CCCI

Domain	Regional limitations of entrepreneurial ecosystems	Suggested activities and capabilities generated by the transnational network
Culture A conducive culture <ul style="list-style-type: none"> • Success stories • Societal norms 	Focused on local socio-cultural conditions.	Meetings and exchange with other regions.
Policy Facilitating policies and leadership <ul style="list-style-type: none"> • Leadership • Government 	Despite the efforts, setting up a company still takes too much time.	Exchanges of good practices between policymakers from different regions.
Finance Availability of dedicated finance <ul style="list-style-type: none"> • Financial capital 	Low level of wealthy local investors	Organizing pitching sessions in more developed countries will bring more exposure to potential investors
Human Capital Relevant human capital	/	/
Markets Venture-friendly markets for products	/	/
Support A wide set of institutional and infrastructural support	No scaleups support.	Exchanging good practices, ideas and experiences. Building synergies between companies from other regions (A+B=ABC).

Each partner scanned different needs of their regional Playparks participants, defined their field of activities, resources, and regional limitations of their entrepreneurial ecosystems, in order to identify potential benefits that the transnational network provided to entrepreneurs and startups.

Each regional Playpark faced different challenges, and with their own capacities and expertise, they put the focus on bringing positive entrepreneurial impact while improving existing practices to finally set up the framework that could be implemented in existing regional entrepreneurial ecosystems.



<http://tinyurl.com/CERlecon>

www.interreg-central.eu/CERlecon