



**Application form**  
**European Entrepreneurial Region (EER) Label**

**EER 2015**

**1. Contact details**

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**2. Presentation of the political vision**

Lisbon is developing its political and economic vision based in concrete initiatives aiming **to position the city/region as one of the most competitive, innovative and creative cities of Europe.**

The strategy aims on promoting the internationalization and the competitiveness of Lisbon at a global scale. The purpose is to stimulate innovation, creativity and the entrepreneurship spirit making Lisbon a place open to new experiences.

**This vision is based on:**

- + A strategy for the future: strengthening the links between the anticipation of challenges and opportunities, the execution of projects and initiatives and the mobilization of all the stakeholders of Lisbon
- + Promoting the internationalization and the competitive capability of Lisbon at a regional and global scale
- + Creating, attracting and retaining... talents, companies, investment and strategic clusters
- + Stimulating the innovation, creativity and entrepreneurship spirit in the city

- + Making Lisbon a space open to the exploitation of new motivations, experiences, concepts and innovations
- + Positioning Lisbon in the global networks of production and value creation
- + Inserting Lisbon in major international projects and networks of cities

All the initiatives included in the **Economic Ecosystem** cover the strategic domains of **Entrepreneurship, Investment, R&D and Innovation** and **Strategic Clusters** and are currently being dynamically undertaken in the city, in partnership with multiple stakeholders.

Cities should be based on new government policies empowering actors and partners in the implementation of shared projects. Lisbon is designing and actively promoting an entrepreneurial vision aiming to foster and build local networks in order to give citizens, companies, universities, public and non-profit organizations the opportunities to participate in the co-creation of ideas and projects to foster a diverse range of entrepreneurship dimensions of the city.

The **“Manifesto do Empreendedorismo” (Entrepreneurship Manifesto)** created in 2013 by several entrepreneurship actors during the “2nd Entrepreneurship Week of Lisbon” presents the main proposals for Lisbon:

1. **Lisbon as an “Atlantic Startup City”** - Positioning and promoting Lisbon as a Startup City at an international scale
2. **Funding instruments for Start-Ups and companies** - Promote and disseminate funding instruments for the different phases of the cycle life of business projects: ideas, startups, early-stage companies, expansion
3. **Access to finance** - Ensure the simplification and dissemination of information on funding
4. **Taxation for entrepreneurship** - Promote an adaptation of the tax system to make the country and city areas attractive for the creation of startups on an international scale
5. **Network of incubators e companies accelerators** - Expand and develop the network of incubators and acceleration spaces of companies in Lisbon
6. **Startups internationalization** - Support the expansion and internationalization of enterprises and startups
7. **Entrepreneurial spirit and culture** - To promote a more entrepreneurial attitude in Lisbon region
8. **Interconnections between universities and entrepreneurship** - Promote the education and culture for entrepreneurship at the university ecosystem
9. **Entrepreneurship as a tool of urban regeneration** - Undertake entrepreneurship projects and initiatives that enable the economic and social revitalization of territories and historical and/or depressed areas of Lisbon
10. **Entrepreneurship and regeneration** - Transform Lisbon into a space of experimentation, testing and development of new concepts, products and services

## Entrepreneurial SWOT analysis of Lisbon

Strengths	Opportunities
<ul style="list-style-type: none"> <li>+ Europe’s Atlantic Gateway - central geographic location to America, Africa and to EU – international hub for economic activity;</li> <li>+ The region of Lisbon generates 40% of Portugal’s GDP and houses a large number of companies and technological research centres;</li> <li>+ Entrepreneur-friendly environment with many local business support activities – Lisbon Incubators Network (12 incubators; 4 Fab Labs; several international and national acceleration programs; more than 20 coworking spaces; and a growing community of business angels and VCs);</li> <li>+ Large share of SME’s in businesses makes the economy strongly anchored in local society;</li> <li>+ Easy and cheap start-up procedures (E.g. cost free registration, short start-up time – “Empresa na hora” (On the Spot Firm));</li> <li>+ High level educational system that delivers a large amount of highly educated young people each year - Strong educational area;</li> <li>+ Qualified, flexible, creative, multilingual and highly competitive human resources;</li> <li>+ Growing number of institutions with measures to encourage entrepreneurship;</li> <li>+ Quadruple-helix policy;</li> <li>+ International airport in the City =&gt; Good flight connections foster tourism &amp; international trade and business;</li> <li>+ A creative and competitive city in the global context, Lisbon affirms itself in terms of its economic sustainability – attracting investment and creating employment, retaining talent, leveraging its excellent physical and technological infrastructures suitable for supporting a knowledge-based economy and the circulation of people and goods.</li> </ul>	<ul style="list-style-type: none"> <li>+ Increased cluster development=&gt;international cooperation &amp; export – potential strategic sectors – creative economy, maritime cluster, tourism, health, renewable energies-green economy;</li> <li>+ Large output of young high potentials coming out of higher education creates a thriving and innovative knowledge community;</li> <li>+ Major opportunities presented by Lisbon regarding Smart City projects that blend real state rehabilitation, new mobility and energy solutions with the complementarity of strong and open IT platforms, data and apps.</li> <li>+ Ageing population creates possibilities in health care and welfare innovation;</li> <li>+ “Large” amount of capital in private hands, sitting in saving accounts that do not yield large interests anymore. This money could be mobilized to invest in new businesses;</li> <li>+ New “ Hospital de todos os Santos” by 2015/2020=&gt;foster R&amp;D. Potential for SMEs to take part in the public EU procurement.</li> <li>+ Increased focus on sustainable energy;</li> <li>+ Growing number of IT companies in the city;</li> <li>+ Growing connection between city’s cluster development and industrial clustering in Lisbon Metropolitan Area and surrounding regions.</li> <li>+ Design and implement more digital platforms to encourage the co-creation of innovation in the city (the “Lisbon Crowdfunding Platform”, expansion of the “Lisbon Open data” project, and others), thus further widening integrated initiatives of interaction with the actors of innovation.</li> </ul>
Weakness	Threats
<ul style="list-style-type: none"> <li>+ Insufficient cooperation between universities and private SMEs;</li> <li>+ Lack of coordination and visibility of support initiatives available for entrepreneurs in the region;</li> <li>+ Low share of SMEs in public procurement. SMEs are often discouraged by complicated procedures and lack of information;</li> <li>+ Lack of access to venture capital and others instruments of finance;</li> <li>+ Low number of fast-growing companies and growth-oriented early-stage entrepreneurs.</li> </ul>	<ul style="list-style-type: none"> <li>+ Economic crisis is a challenge for businesses to access funding;</li> <li>+ The global financial crisis threatens to further deteriorate access to finance =&gt;good investment plans and ideas risk not being realized;</li> <li>+ Serious demographic threat due to declined birth rates and an aging population causing labour shortage;</li> <li>+ Aging population: less young people available with specific skills, high number of aging entrepreneurs.</li> </ul>

### 3. Action plan

The **Lisbon Action Plan** for the **European Entrepreneurial Region 2015** covers five domains and its corresponding measures.

**a) Implementing the Small Business Act and the main EU policy initiatives/instruments**

**b) Promoting entrepreneurship**

**c) Fostering regional integration and cooperation among all actors within the region**

**d) Ensuring environmental sustainability**

**e) Successful implementation, governance and communication**

**a) Implementing the Small Business Act and the main EU policy initiatives/instruments**

**a.1) The Small Business Act principles directly concerned in Lisbon**

**Create an environment in which entrepreneurs and family businesses can thrive and entrepreneurship is rewarded** – Lisbon is creating, already with tangible results and impacts as recognized by international rankings, the conditions that enable entrepreneurs to implement today their business ideas. That is the case of the Lisbon Incubators Network that includes several entrepreneurial spaces in the Great Lisbon area. Several partners of the entrepreneurial ecosystem are working with the city of Lisbon to give all the conditions – not only spaces, but also financing tools, networking activities, acceleration initiatives and organizing together entrepreneurship events, among others – that are giving Portuguese and international entrepreneurs all the environmental conditions to successfully develop their products and services.

**Make public administrations responsive to SMEs' needs** – SME's represent the most significant part of the EU and Portuguese total number of enterprises. Therefore, they are crucial actors to whom public administrations must consider and target their actions. Lisbon offers a special service addressed to SME's called "Iniciativa Lisboa" (Lisbon Initiative). This local initiative enables SME's to contact with city services giving them all the support to create and develop their projects in specific sectors. Also "Lisboa Empreende – Micro-Entrepreneurship" is already giving support to those Micro and SME's that intend to start small businesses with the financial support of micro-credit recognized organizations.

**Enable SME's to turn environmental challenges into opportunities and encourage and support SMEs to benefit from the growth of markets** – The cluster approach is decisive to give SME's market opportunities. A diverse range of markets so that SME's can fully develop their businesses were identified in Lisbon: maritime cluster, health and wellbeing, creative economy, digital economy, tourism, commerce and green economy. These are the best market opportunities for SME's in Lisbon and the city is developing partnerships with the actors of each cluster in order to transform the endogenous environmental assets into opportunities for SME's so that they can successfully thrive in Portugal and abroad.

## a.2) EU policy initiatives and instruments

The Economic Strategy of Lisbon is strongly connected with Europe 2020 objectives in its integrated and ambitious vision, in its co-created strategy and in its structure based on common strategic domains.

Through the publication of the document "Lisbon-Europe 2020", the Lisbon City Council is committed to contributing to the achievement of the objectives of the EU 2020 Strategy supporting the integrated implementation of projects in various areas, including entrepreneurship.

"Lisbon-Europe 2020" is strongly connected with economy, innovation, entrepreneurship and creativity dimensions and was developed through a participatory process and structured in the following strategic areas contributing to the accomplishment of Europe 2020's objectives: more people and inclusive growth; more jobs and sustainable city; better city and intelligent/smart city. For each strategic area several projects were defined as priorities and they will be presented as applications to EU Funds (2014-2020) that, together with local (public and private) financing, will be the main funding resources for the entrepreneurship initiatives in Lisbon during the next years.

The economic domains encompass four strategic objectives: Atlantic Business Hub, International Students in Lisbon, Startup City and Strategic Clusters. The projects are on-going and will continue to be implemented, together with new projects and measures in phase of co-creation.

The strategic position of Lisbon as an **Atlantic Business Hub** aims to attract investment, companies and talents. The role of "Invest Lisboa" (the city agency that promotes and supports investment) is being important as a platform that support the identification of businesses opportunities, partners and installation in Lisbon.

The number of **International Students in Lisbon** is growing and the city is becoming one of the Erasmus student's top choices. The project "STUDY IN LISBON" is a web platform with the central objective of attracting and retaining talent, making Lisbon a global hub in the fields of knowledge and innovation.

Lisbon is working very hard to position itself as a global **Startup City**. Many international entrepreneurs are choosing Lisbon to launch their ideas, products and services turning Lisbon into one of the top five "Startup Cities" in the World (source: Entrepreneur magazine).

The Lisbon Incubators Network which currently includes 11 incubators, adding more than 200 startups and 800 jobs. The network includes 11 business accelerators, 4 FabLabs, 15 coworking spaces and the community of business angels and venture capital investors.

The Entrepreneurship Ecosystem of Lisbon implies concrete projects that contribute to a well-balanced and integrated strategy. Private and public partners work together with people and civil society in the creation of a sustainable innovative place and building an open environment needed to stimulate a broad based innovation experience.

But, how are **Europe 2020 flagship initiatives** being implemented in Lisbon?

+ "Innovation Union" > By implementing the "Lisbon Knowledge and Innovation Map", contributing to position Lisbon as an Innovation Leader (European Union Innovation Scoreboard 2013), organizing the "IN Festival – Festival of Innovation" and putting in place several other initiatives of the Creative Economy

- + "Youth on the move" > By implementing the initiatives included in the "Study in Lisbon" platform, implementing and expanding the "Youth Entrepreneurship Programme of Lisbon" and consolidating the "Lisbon Incubators Network"
- + "A digital agenda for Europe" > By opening the "Startup Lisboa Tech" incubator, organizing the "Lisbon Big Apps", making available the "Lisbon Shopping Destination" website and developing the Digital Economy strategy of Lisbon
- + "Resource efficient Europe" > By implementing the Covenant of Mayors and the Lisbon Energetic-Environmental Strategy and developing the Green Economy strategy
- + "An industrial policy for the globalisation era" > By implementing the Lisbon Business Connections and the services provided by Invest Lisboa, the local agency of investment support.

## **b) Promoting entrepreneurship**

The **Lisbon EER measures** targeted on promoting entrepreneurship include the following **new initiatives**:

- + **Entrepreneurship and Employability Program for Youth** > With the central aim of stimulating entrepreneurship and be a response to the need for promoting employability
- + **Internship Program for University Students** > In start-ups and incubators or accelerators to link the students to the entrepreneurial reality
- + **Incentives for Start-ups and Early-stage Companies** > To encourage the integration of research and academic projects in business
- + **Day of the Entrepreneur** > In which all schools/universities are invited to create teams and set up informal businesses
- + **Projects and entrepreneurial initiatives that enable the economic, social and urban revitalization of territories** > And historical and/or depressed areas of Lisbon, like developing projects and initiatives that will enable the creation of regional clusters where entrepreneurship is the key to the revitalization processes in central and historical parts of Lisbon, like "Baixa", "Cais Sodré" and "Santos"
- + **Exchanges Programmes for Start-Ups** in growth and expansion
- + **Lisbon Mentors** > Including processes that incorporates meetings and exchange of experiences
- + **Roadshow Promoting Start-Ups** > To other ecosystems in Europe and the United States
- + **Promote and disseminate funding instruments** > For the different businesses cycles life: ideas, start-ups, early-stage companies, expanding, etc.
- + **Entrepreneurship Scholarships** > Implementation of less bureaucratic procedures for global entrepreneurship start-ups on behalf of EU funding (2014-2020)
- + **Crowdfunding Platform** > Streamlined and supported by a capital city, integrating it in the entrepreneurial ecosystem of Lisbon and establishing partnerships with international platforms
- + **Lisbon Funding Days** > Initiative to gather ideas/projects to domestic and foreign investors
- + **Portal on Funding and Access to Capital** > Including information on tools and contacts for financing, guaranteeing easier access and reducing bureaucracy
- + **Tax Systems and Incentives** > New systems and incentives that contribute to make Lisbon a territory increasingly attractive for the creation of start-ups on an international scale

- + **One Stop Shop Service (“Balcão Único”) for Business and Entrepreneurs** > Enlarge this service and enhancing and integrating municipal, central administration and other public and private services
- + **Lisbon Municipal Council for Competitiveness** > Aimed at boosting economic growth and employment in Lisbon, in the sense that the same sustain the active participation of a broad range of actors who must play a active role in the adoption of different solutions to the challenges facing the city

**On-going measures that Lisbon** has recently undertaken with different partners and **will continue to promote during the EER year:**

+ **Lisbon Entrepreneurship Week** > It was held between 6-10 May 2013 the 2nd edition of the Lisbon Entrepreneurship Week. It’s a week of celebration, reflection, discussion and promotion of entrepreneurship in Lisbon. All partners who have been sharing this adventure to turn Lisbon into a startup city are defied to submit an initiative/event to be held during this week. In 2013, there were over 20 events involving over 40 partners of the entrepreneurial ecosystem in Lisbon. Some examples of initiatives: the "Entrepreneurship Manifesto", initiatives dedicated to the youngest generations and a videoconference that was held with representatives of the FabLab Amsterdam.

+ **Lisbon Incubators Network** > The creation of business incubators is one of the most effective and innovative factors to attract micro, SME and young entrepreneurs and to ensure their survival in the early days of activity. Startup Lisboa opened its doors in 2012 and is part of a urban regeneration project for the downtown area of the city (Baixa), including the reuse of historical buildings and it was implemented with a decisive role played by public and private partners. It’s an incubator with special characteristics, since it was born from the will of the citizens. It fits into the strategy of Lisbon to foster the participation and the entrepreneurial spirit of citizens and diversify the productive activities in Lisbon.

The focus is to support entrepreneurs in the development of business ideas that are innovative, with the main purpose of its implementation in the market and attracting investment to the growth of their business process. One of the biggest advantages of Startup Lisboa is the exchange of experiences and knowledge among entrepreneurs, only possible in a creative incubation environment where there is constantly internal communication and also the organization of workshops and activities as well as promoting presence in national and international competitions and events presenting their projects and attract investment.

To broader the entrepreneurial spirit, Lisbon has been developing partnerships with incubators of the city/region, creating a true entrepreneurial ecosystem. Lisbon is a real startup city. There are offered several spaces in incubators for entrepreneurs who want to launch and develop their innovative ideas. There is a strong focus on entrepreneurship. The city, in partnership with a diverse range of private and public stakeholders, is investing in a solid network of incubation and acceleration spaces at a local and regional level.

+ **Lisbon Youth Entrepreneurship Programme** > The project was born from a partnership created in 2011 between Lisbon City Council and Junior Achievement Portugal. Its purpose is to inspire and prepare children and young people in Lisbon to win and succeed in a global economy through education and awareness in the areas of citizenship and ethics, career development, entrepreneurship and financial literacy. The partnership involved in the academic year 2012/2013: 36 schools, 3155 students, 5 programmes.

+ **Lisbon Challenge** > It's based in Lisbon with sessions in Boston, London and São Paulo. Startups from any sector can apply. The approach is based on the selection of startups that will receive top mentoring and support to develop and improve not only their product, but also their skills to succeed as entrepreneurs. Lisbon was considered the 5th upcoming tech hub worldwide by Entrepreneur magazine. Whether you are looking to enter the European market, or explore the vast emerging Portuguese speaking market like Brazil, the Lisbon Challenge can be the gateway to success.

+ **FabLab Lisboa** > FabLab Lisboa is a fabrication-laboratory located in Lisbon's city center at "Forno do Tijolo" Market, providing a new rapid prototyping lab serving businesses and giving the city another important tool to innovation and entrepreneurship. The FabLab Lisboa offers tools for digital fabrication and prototyping and aims at providing to citizens access to knowledge, networking and technical facilities which would otherwise be unattainable. FabLab Lisboa is run within a logic of inclusiveness and additionally to be open for everyone wanting to develop his own personal projects.

+ **Entrepreneurship events held in Lisbon** > Pursuing the goal of making Lisbon a city open to exploring new motivations, experiences, concepts and innovation, different types of events and initiatives in the field of entrepreneurship, innovation and creativity have been held in Lisbon:

Eurobest, TEDx Lisboa, Silicon Valley Comes to Lisbon, Sandbox Global Summit, SWITCH Conference, ISCTE MIT Portugal, TIE Bootcamp and Annual Summit in Lisbon

+ **"Lisboa Empreende" (Micro-Entrepreneurship)** > The project "Lisboa Empreende" (Micro-Entrepreneurship), publicly released on February 2013, is part of the Lisbon City Council strategy for entrepreneurship and aims to meet the needs of entrepreneurs who want to develop small business – mainly in trade and services sectors - and have difficulties in access to finance.

+ **"Iniciativa Lisboa" (Lisbon Initiative)** > It's a single Front Office for the establishment of new businesses and the licensing of activities. "Iniciativa Lisboa" concentrates all the services needed to open and operate a business. All applications are treated in a single point service, developed in a single process and treated by a single manager. Including the national initiative "Empresa na Hora" (On the Spot Firm), it is possible to create a company in a one-stop office in a single day (36 minutes), costing roughly 360 Euros. Portugal has become known as the country in Europe (recognized by the European Innovation Scoreboard) where setting up a company is faster, less bureaucratic and one of the cheapest.

+ **Startup Lisboa Loans** > It aims to stimulate investments made by micro and small enterprises and entrepreneurs in the city of Lisbon guided to the improvement of products and/or services, for the modernization of companies or for adaptations due to legal requirements and regulations. The fund supports projects in sectors considered strategic for the economic development of the city: new technologies, environment, tourism, creative industries, urban rehabilitation, research and maritime economy.

+ **Lisbon, a Creative and Entrepreneurial City** > The majority of the creative businesses start from the initiative of micro and small entrepreneurs. Lisbon is already a creative city with a significant dynamic of projects and events in course. Examples of these businesses are LX Factory, Fábrica do Braço de Prata, Santos Design District and events such as Experimenta Design and Moda Lisboa, entities and places such as the Calouste Gulbenkian Foundation, Coleção Berardo Museum and

MUDE – Design and Fashion Museum. New projects such as Lisboa Film Commission have promoted the conditions to the creation of new businesses in this sector.

+ **Lisbon Shopping Destination** > This project was created in view of positioning Lisbon as an international shopping destination, enabled by the strong touristic potential of the region. It is an anchor project in the promotion of Lisbon's street commerce, including information about shopping itineraries for tourists, stores of excellence and information on each quarter of the city. There is also a startup incubator solely dedicated to commerce: **Startup Lisboa Commerce** is a growing project that has set a number of partnerships and support that has enabled the creation of new SME's.

### **c) Fostering regional integration and cooperation among all actors within the region**

Lisbon is promoting local networks in order to give citizens, companies and organizations opportunities to actively participate in the co-creation of ideas and projects to foster the entrepreneurial dimension of the city. This is a regional integration and cooperation strategy aiming to answer to the crisis and jobs creation, mainly targeted to all those citizens who want to be entrepreneurial and co-create innovative projects.

In Lisbon, entrepreneurship does not take place based only on city authorities initiatives. Rather it is a result of a series of dynamic interactions between citizens, businesses and institutions.

#### **c.1) Q-Helix and Co-Creation**

Lisbon is developing a "Q-Helix" and "Co-Creation" strategy fostering the active flow of information and ideas among four sectors – **the Quintuple Helix – of society: public administration, academia, NGO's and organized civil society, private sector and individuals**, which allows for participation, engagement and empowerment in developing policy, creating programs, improving services, and tackling systemic change.

The tools used in the co-creation of the initiatives included in this ecosystem are also interactive (ex: co-created strategies and policies, fab lab, websites, mobile and interactive Apps and digital platforms, events) because they contribute with concrete results to the quality of life of citizens, specially creating new opportunities and adding value and technological solutions which facilitate their participation in city's daily life.

#### **c.2) Empowering actors**

There is a continuum and permanent connectivity between Lisbon City Council and the entrepreneurship local, regional and international stakeholders resulting in processes or tasks creating and building entrepreneurship based in strong interdependencies.

We believe that the city can be a Living Lab. For this reason the interactivity with consumers/citizens is a priority in Lisbon. Companies are involved in the entrepreneurial process in a variety of ways, with the majority of businesses working with customers/citizens as sources of new ideas and as a mean to test new prototypes and concepts.

#### **c.3) Examples of regional cooperation**

There are being implemented at a regional scale several different initiatives.

+ **Strategic Clusters** > It is important to collaborate with the companies within the city/region, especially in sectors of more competitiveness. The logic of articulation of clusters in an efficient instrument for the concentration of resources and funding. We want that the strategic sectors for the city (creative economy, health and well-being, ICT, maritime economy, green economy, tourism and commerce) can articulate with the industries in the Lisbon metropolitan area.

+ **Lisbon Incubators Network** > This initiative already described above is based on a strong network of regional actors.

+ **Study in Lisbon** > This initiative aims to be a platform that brings together information, actors and initiatives with the central objective of attracting and retaining talents, and positioning Lisbon as a global hub in the fields of knowledge and innovation. Bearing in mind that the links between education, research and the labor market are crucial for the development of the entrepreneurial city in Lisbon and for the economic activity of the region in which it operates, the project seeks to capitalize those assets and contribute to turn Lisbon into a City of Knowledge and Innovation on an international scale.

+ **Lisbon Business Connections** > Lisbon Business Connections is a series of meetings where Lisbon periodically meet with high level representatives of the most important companies installed in the Lisbon region and Portugal to work with them on projects of mutual interest. The initiative began based on a partnership with Invest Lisboa and consists of a series of executive meetings with multinational companies allowing to initiate a process of conversation and strategic planning between the city of Lisbon and a diverse set of business and entrepreneurship actors, promoting the internationalization and competitiveness of the economy of the city of Lisbon, a regional and global scale. There have been held so far 7 Lisbon Business Connections sessions, involving more than 100 multinational companies.

#### **c.4) International cooperation**

Regional and global networks of cities offer opportunities for the creation of partnerships that bring long-term benefits in terms of economic growth and employment. Lisbon is committed to participate in international organizations and networks in order to cooperate and develop entrepreneurship initiatives.

+ **The Indus Entrepreneurs (TiE) Global** > It was founded in 1992 in Silicon Valley by a group of successful entrepreneurs, corporate executives, and senior professionals with roots in the Indus region, with the mission to foster entrepreneurship globally. TiE's focus is on generating and nurturing our next generation of entrepreneurs. There are currently 13,000 members, across 14 countries which create innovative projects through mentoring, sharing ideas and experiences. A group of about 170 members of the international organization, TiE's met in Portugal on 2012 with young entrepreneurs and leaders of public and private institutions in order to identify business opportunities and to create knowledge networks. On the same day, it was presented the Portuguese delegation of this organization.

+ **Other international organizations, networks and projects** > The active participation of Lisbon enables the development of cooperation activities for the exchange of information and knowledge, experiences and best practices, but also the participation in entrepreneurial projects that generate value. In the context of international economic relations, the aim is to strengthen the economic

dimension of international cooperation initiatives (examples: Eurocities, Committee of the Regions, Leading Cities, Cross-Innovation Interreg project, Urban Land Institute and others networks).

#### **d) Ensuring environmental sustainability**

The Lisbon City Council, in cooperation with other institutions, develops a set of practices and actions that have been contributing to the consolidation of a local sustainability strategy, which is reflected in the Energetic-Environmental Strategy for Lisbon and also in other initiatives developed by Lisboa E-Nova (Lisbon's Municipal Energy-Environment Agency). Their main responsibilities are to develop and monitorise the Lisbon Energetic-Environmental Strategy and to give support in the implementation of the Covenant of the Mayors.

##### **d.1) Lisbon Energetic-Environmental Strategy**

In December 2008, the Lisbon City Council approved the Energetic-Environmental Strategy for the city of Lisbon. This document sets the main areas of intervention, as well as the targets and indicators to reach during the next years (reduce primary energy demand, increasing the efficiency and quality of the energy services; promote energy production decentralization and increase energy supply sources diversification - renewable energies, micro-generation e alternative fuels).

The Municipality's objective is to reduce its energy consumption (through residential and services buildings and transports) by 9.4%. The targets for the city are (2013):

- + Energy consumption reduction (through residential and services buildings and transports): 8.9%
- + Water consumption reduction: 7,8% - Water losses through the distribution net: 15,6% - Recycled water use (through green spaces irrigation and streets washing): 3.1 m3/hab.year
- + Materials consumption reduction: 10% - Selective materials recycling increase: 29%

##### **d.2) Covenant of Mayors**

The Covenant of Mayors is the mainstream European movement involving local and regional authorities in the fight against climate change. It is based on a voluntary commitment by signatories to meet and exceed the EU 20% CO2 reduction objective through increased energy efficiency and development of renewable energy sources. On behalf the Covenant of Mayors, it was submitted the revision of the Action Plan for Energy Sustainability in Lisbon.

##### **d.3) Local initiatives**

+ **MOBI-E: Electric Mobility in Lisbon** > MOBI-E is a national initiative aimed to promote electric mobility. Driven by the growing dependence on oil for energy and by the huge environmental impact of the use of fossil fuels, Portugal is investing in new energy models for mobility that aim to improve quality of life in cities and for us all. At the request of Lisbon Municipality, Lisboa E-Nova Agency and EMEL (Lisbon Mobility and Parking Municipal Company) presented a proposal for the location of 687 charging points for electric cars in the city of Lisbon that are already installed and available for public use. This has led to the creation of the Electric Mobility Network that enable electric vehicles to recharge, using a charge card. The MOBI.E network has also developed a technology for a payment system, and at the same time, it allows users, among other services, to discover and select charging locations, plan routes and know the charge level of their vehicles, allowing the monitoring of the energy consumption and number of recharges.

+ **LED in Traffic Lights** > The objective of this project, supported the National PPEC - Plan for Promoting Efficiency in Electricity Consumption, is the replacement of the traditional incandescent light bulbs by LED (light emitting diodes), which represents a great range of advantages: road traffic safety, lower costs in energy consumption and maintenance and sustainability.

+ **ECO-Neighbourhood Boavista Ambiente+** > Lisbon municipality launched the Project ECO-Neighbourhood - Boavista Ambiente+. It's an Integrated model for sustainable innovation, in partnership with various organizations. This project is developed under the Lisbon Operation Program (co-funded by the EU).

#### **e) Implementation, governance and communication**

The Lisbon EER 2015 activities will be politically directed by the Mayor of Lisbon and by the Deputy Mayor for Economy and Innovation. At technical level, it will be the General Direction for Economy and Innovation that will organize, together with a diverse range of city/regional/international partners, all the mentioned initiatives. Many of these partners are already working with Lisbon City Council. Therefore, the implementation and governance structure is based on strong existing connections, with significant results already achieved, at national and international levels.

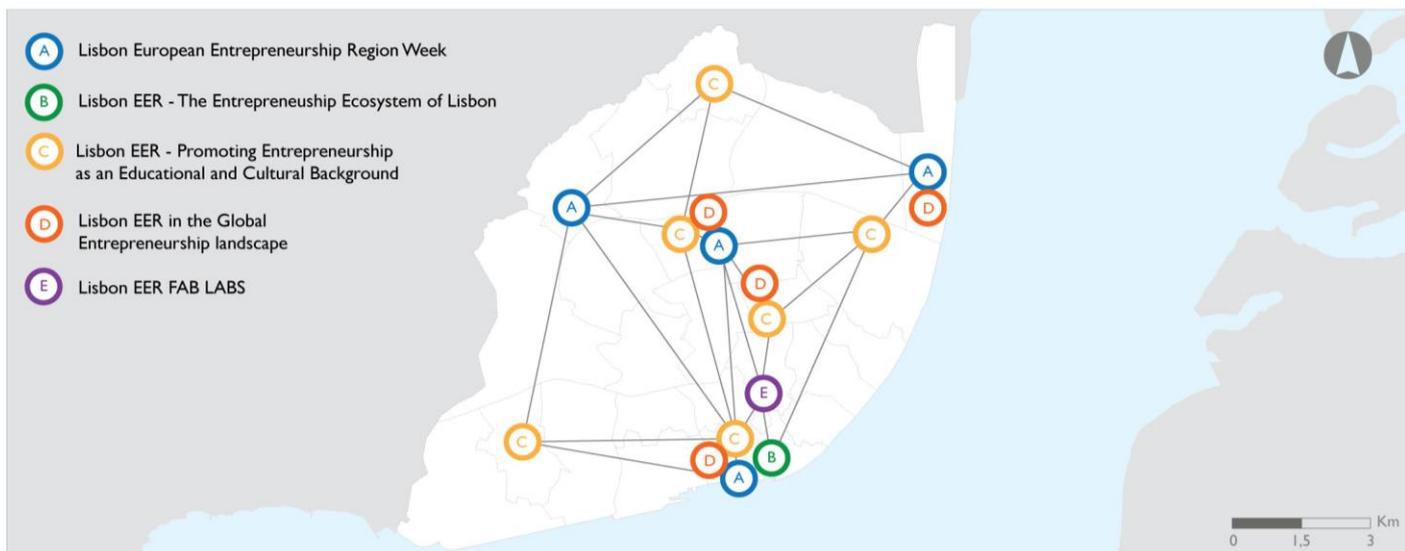
The monitorization of the EER 2015 will encompass a monthly report to the Committee of the Regions. The monthly reports and the EER 2015 results in general will be assessed based in concrete indicators:

- + Number of participants in each EER activity
- + Number of entrepreneurs applications received by the Lisbon Incubators Network
- + Total amount of financing raised by the entrepreneurs of the Lisbon Incubators Network
- + Number of international meetings of entrepreneurs held in Lisbon during 2015
- + Number of applications received in the Lisbon Challenge and number of countries of origin of the applications
- + Number of companies and universities participating in "Meeting Universities+Companies"
- + Number of citations in national and international media
- + Number of visits/page views to the dedicated website

For all above mentioned indicators, the main goal is to improve significantly its results for those initiatives already on-going and to achieve very relevant results in the new initiatives.

The communication strategy, defined and developed in the following answer, is based on the main principle: to promote the entrepreneurship spirit at European level, presenting the extensive experience of Lisbon in this field, the EER values (including the Small Business Act and Europe 2020) and other international relevant initiatives.

#### 4. EER activities and communication.



##### A) "LISBON EUROPEAN ENTREPRENEURSHIP REGION WEEK" (Lisbon EER Week)

###### 1. LISBON EUROPEAN ENTREPRENEURSHIP REGION WEEK

We propose to make the 4th Lisbon Entrepreneurship Week in May 2015 under the theme of Lisbon:

European Entrepreneurship Region. It will be a week of reflection, discussion and promotion of entrepreneurship in Lisbon under the "Lisbon European Entrepreneurship Week" theme. All partners who have been sharing this adventure to turn Lisbon into a startup city are invited to submit an initiative/event to be held during this week. In the previous editions, there were dozens of events involving almost all the partners of the entrepreneurial ecosystem in Lisbon.

###### 2. LISBON STARTUP CITY PRIZE

The "Lisbon Entrepreneurship and Innovation Award" will be city annual prize to reward the most innovative and outstanding startup created in Lisbon. This will be a competition between startups belonging to the Lisbon entrepreneurial ecosystem that pitch through a bid for the election of the most innovative company. The prize will be assigned by the Lisbon Mayor at the end of the Lisbon EER Week.

##### C) "LISBON EER" – Promoting Entrepreneurship as an Educational and Cultural Background

###### LISBON EER YOUTH ENTREPRENEURSHIP PROGRAM

1. We propose that in 2015 the program "Europe and Me" would be dedicated to promote the Lisbon EER in Lisbon schools, in partnership with Junior Achievement Portugal that is already developing a program to inspire and prepare children and young people to win and succeed in a global economy through education and awareness in the areas of citizenship and ethics, career development, entrepreneurship and financial literacy.

2. In May 2015 Lisbon City Council and JAP Portugal will organize an Lisbon EER Innovation Challenge which implies that for a day 100 students are involved in the resolution of a challenge launched by a company or promoter, with the support of teachers and volunteers. The challenge to launch with this challenge will have to do with the development of Lisbon as a sustainable and entrepreneurial city and will be done in partnership with other associated partners.



MAY 2015

##### B) "LISBON EER" – Promoting THE ENTREPRENEURSHIP ECOSYSTEM OF LISBON

1. "STARTUP LISBOA CASE STUDY" – The Lisbon Incubator – Startup Lisboa - invites other EER to know what they're doing in Lisbon and maybe replicate their good practices of incubation, networking and mentoring.

2. "LISBON FUNDING DAYS" – Four (4) Meeting points between the Lisbon Euronext and major companies with startups and SME to meet their needs of funding.

3. "LISBON EER OPEN DAY" - In partnership with a diverse range of private and public stakeholders, Lisbon is developing and supporting a solid network of incubation and acceleration spaces at a local and regional level. In this day, under the theme "Lisbon EER Open day" it will be possible to visit all that incubators, fab labs and science parks.

##### D) "LISBON EER" IN THE GLOBAL ENTREPRENEURSHIP LANDSCAPE

1. "TIE BOOTCAMP LISBON – PROMOTING LISBON AS THE EUROPEAN ENTREPRENEURSHIP REGION 2015" – TIE

The Indus Entrepreneurs – will organize a bootcamp designed to promote the Lisbon EER in the global entrepreneurship landscape.

2. "LISBON EER ROADSHOW" – a program of workshops and demo days of Lisbon Startups to present their projects in other European ecosystems in Europe (Berlin & Paris) and USA (Boston & Silicon Valley).

3. LISBON CHALLENGE 2015 - EER Edition: The Lisbon Challenge it's an International Acceleration Program aimed at eager startups in the growth phase. Startups from any sector and any country can apply. In 2015 one of the Lisbon Challenge editions will be focused on promoting Lisbon as the 2015 European Entrepreneurship Region.

##### E) "LISBON EER FAB LABS"

1. FROM IDEAS TO PROTOTYPES – we've include in our Entrepreneurship Ecosystem a network of Fab Labs, which include the Lisbon City Council "FAB LAB Lisboa". In 2015 we propose to invite the universities and professional schools students to come in and test their ideas in our network of digital fabrication and prototype laboratories and to develop their innovative products.

*Please submit your application for the EER 2015 label, together with the declaration of political commitment, in English, to: [eer-cdr@cor.europa.eu](mailto:eer-cdr@cor.europa.eu)*

***Deadline for applications: 31 March 2014***