

Application Form



European Entrepreneurial Region Award

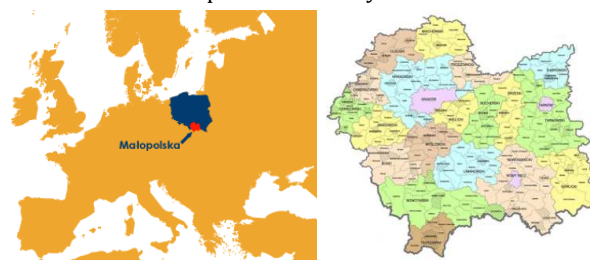
2016

1. Fact sheet

Logo of the territory:



Map of the territory:



1. General information

Name of the territory	Małopolska Region
Date of application	10.03.2015
Political endorsement	The application is supported by 16 institutions (according to declarations of cooperation attached to the application form): <ul style="list-style-type: none"> ○ Self-Government of the Małopolska Region ○ representatives of science and education (Kraków's flagship universities: Jagiellonian University, University of Agriculture, University of Economics, AGH University of Science and Technology, Cracow University of Technology), ○ representatives of businesses and business environment institutions (Krakow Technology Park, Małopolska Regional Development Agency, Chamber of Commerce and Industry, Life Science Cluster, Business Centre Club Students Forum, Selvita S.A., Software Mind S.A., Wind Mobile S.A.) ○ representatives of equity fund and business angels (Internet Investment Fund S.A., Richard Lucas).

2. Regional data

NUTS code	PL 21	GDP/inhabitant (year)	36 961 PLN (2012)
Population	3 367,3 thousand	GDP growth rate (year)	3,6 % (2012 in relation to 2011)
Area in km ²	15 182,87 km ²	Unemployment rate (year)	9,9 % (31.12.2014)
Cohesion Policy category	<input type="checkbox"/> Developed region <input type="checkbox"/> Transition region <input checked="" type="checkbox"/> Less developed region		

3. Contact details

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4. The territorial European Entrepreneurial Region (EER) strategy in a nutshell

A key assumption of the Self-Government of Małopolska is to continue **investing into enterprise development in the region** with a view to consolidating Małopolska's position among European regions. **The development is to be driven, in the first place, by the huge potential of the region, in particular its entrepreneurial and creative population, excellent universities, business development infrastructure, which is being improved on a continuous basis, as well as the growing attractiveness of Małopolska for investors.**

At present, Małopolska's focus is on **enterprise development in smart specialisation areas, i.e. sectors considered to be of crucial importance for the region's development.** This will lead to enhancing the competitiveness and innovativeness of Małopolska, with the aim of delivering the assumptions of the European policy as defined in the Europe 2020 strategy. In all its activities, Małopolska give priority to **intersectoral partnership and engaging all the communities to co-create entrepreneurship support programmes. Innovative entrepreneurship** comes to the fore. This is linked to the huge potential of Małopolska's start-ups and its human potential, notably the number of science students, which is one of the highest in Poland and reflects the region's areas of specialisation.

The region works towards **supporting the development of companies at each stage**, from education, the creation and promotion of entrepreneurial attitudes and establishing business activity to supporting business development, enhancing potential for innovation and marketing new products and services, as well as expansion onto new markets. This fully reflects the European Entrepreneurship 2020 Action Plan.

2. Political vision

Małopolska Region Development Strategy 2011-2020 (MRDS), which sets the development lines for the region for the 2020 perspective, identifies **supporting entrepreneurship as a strategic area**.

Małopolska has already become **a region of entrepreneurial people and one of the fastest growing regions of Europe**. However, by using the huge human potential and EU funds, as well as the potential developed to date, the Regional Self-Government continues to invest in strengthening the existing entrepreneurship support system, so that Małopolska can become a leader of innovative entrepreneurship. The direction was also confirmed in the **Regional Innovation Strategy of Małopolska 2014-2020 (RIS)**, which specifies the entrepreneurship development lines for the years to come, based on **innovative solutions**, in particular in the **region's smart specialisation areas**. The assumptions underlying the RIS correspond to the objectives of the **Europe 2020 Strategy**, since Małopolska will mainly concentrate support on the sectors considered to be strategic for developing regional competitiveness and innovation, i.e.: **life sciences, sustainable energy, ICTs, chemicals, manufacture of metals and metal products and non-metallic mineral products, electrical engineering and machinery, creative and leisure industries**.

In accordance with MRDS and RIS, the **regional model of supporting entrepreneurship** relies mainly on:

- promoting entrepreneurship and developing intersectoral partnership, notably within the framework of the triple helix: business + science + administration for innovative regional development; an important, actually the fourth, component of the cooperation, is the public, broadly engaged in what is referred to as the 'entrepreneurial process of discovery',
- implementing a system of effective business incentives,
- comprehensive and easily available offer of repayable facilities.
- activity of business environment institutions, including business incubators, technology parks, responding to the needs of entrepreneurs,
- promoting and rewarding regional businesses making a central contribution to Małopolska's development,
- implementing a coordinated system of professional services for investors, both those already pursuing business activity in the region and interested in undertaking it,
- supporting regional businesses in foreign expansion;
- Building social capital, among other things, by investing in developing the skills of the region's population and engaging them in the regional decision-making processes.

In the upcoming years, by continuing the existing and well-tested strategy, supporting entrepreneurship will be delivered **at each stage of the business development life cycle**:

- promoting and creating entrepreneurial attitudes,
- starting business activity,
- business development, mainly through investments and internationalisation of business operations.

Thus, Małopolska's long-term business development strategy involves intellectual capital development by building creative attitudes, developing infrastructure and support services for the development of companies (including incubators and preincubators and technology parks, financial support and expertise), and creating a positive climate for investing and doing business in the region. Therefore a huge importance will be attached to strengthening infrastructure – further development of the economic activity zones and the Special Economic Zone, as well as entrepreneurial education. These assumptions are fully aligned with the European policy, as reflected, among others, by the Entrepreneurship 2020 Action Plan prepared by the European Commission.

The business development strategy has been delivered in the region for more than ten years, so the activities for the nearest future will continue the well-tested policy, yet placing a heavier stress on **strong regional partnership and implementing innovative solutions in companies**. The region works towards exploiting to the maximum the potential and experience already available, including that of regional partners. Therefore the specific action plan referred to in paragraph 4 will be implemented using the resources already available to the region:

- ✓ excellent human potential - entrepreneurial, educated population,
- ✓ high university potential, with the number of students among the highest in Poland (over 200 thousand students), which is to determine the region's future,
- ✓ very active start-up community, thanks to which Kraków is considered a city of start-ups, and Małopolska is recognised as a region of modern technologies, notably or its global start-ups, such as Estimote, Brainly, Seed Labs,
- ✓ modern infrastructure crucial for implementing innovative solutions,
- ✓ the greatest pool of EU structural funds for the region to date – nearly EUR 2.9 billion.
- ✓ strong partnership built in Małopolska,
- ✓ regional self-government open to cooperation and creating new activities,
- ✓ high rank of Małopolska in world rankings:
 - Małopolska taking the **top ranks in the FDI European Cities&Regions of the Future 2014/2015 ranking by Financial Times**:
 - **Rank 2** among the regions of Eastern Europe with the best strategy for attracting investors,
 - **Rank 10** for Małopolska (the only Polish region) among the medium-sized regions with the best strategy for attracting foreign direct investment,
 - **Rank 5** for Małopolska among the most attractive Eastern European regions for investors (**top rank among Polish regions**)
 - **Rank 9 for Kraków** among the best global BPO/SSC destinations and the top rank in the THOLONS 2013 Top 100 Outsourcing Destinations Rankings (best destination for business services in Europe)

- **Rank 1 for Kraków among Polish cities** in terms of the number of BPO/SSC/IT investments according to ABSL (Association of Business Service Leaders), Polish Information and Foreign Investment Agency, ASPIRE.

SWOT analysis of Małopolska's potential and business support system:

Strengths	Weaknesses
<ul style="list-style-type: none"> ○ Excellent geography and accessibility of the region (direct road, rail connections with other countries and regions, International Kraków-Balice Airport) ○ Strong cultural and social foundations for entrepreneurship ○ Małopolska is a nationwide leader in terms of the number of students and universities, and the leader in educating IT specialists ○ High entrepreneurial potential of the population, their high competences according to the Global Entrepreneurship Monitor 2014 (over 30% of the persons sees huge development opportunities in pursuing their own business activity, over 50 % believe that they have the competences required for establishing a business) ○ Broad and diversified support of the region for businesses and entrepreneurship development ○ High number of active business environment institutions, presence of many business clusters (cluster initiatives) ○ Infrastructure for establishing and creating innovative businesses (e.g. Małopolska Information Technology Park, Life Science Park), developed on a continuous basis ○ High position of the region (4th rank in the country) in terms of the number of registered business operators and steady growth for several years (from over 314 thousand in 2009 to 356,8 thousand in 2014) ○ Dynamic start-up community ○ Favourable population structure of smaller enterprises: relatively higher number of small enterprises and lower number of micro-enterprises compared to the whole country ○ Growing area of economic activity zones (currently 49 zones in 37 municipalities (gminas), another 14 are planned in 12 communes) and of the special economic zone (707 ha) ○ Highly appreciated attractiveness of Małopolska for investors (Kraków among the top ten global BPO/SSC destinations (according to Annual Global Services and Tholons 2013 ratings) ○ Growing awareness of Małopolska's businesses with respect to investing in innovations 	<ul style="list-style-type: none"> ○ High intraregional diversification of the entrepreneurial activity rate – large number of poviats with a low rate, very large domination of Kraków – the region's capital city ○ Still inadequate links between R&D and business support institutions and enterprises, lower than the potential ○ Adverse population structure of large enterprises: low share of large-scale companies characterised by top innovation intensity ○ Domination of first-generation economic activity zones, which are characterised by poor ties with the R&D sector ○ Shortage of large areas for greenfield investments
Opportunities	Threats
<ul style="list-style-type: none"> ○ Improving conditions for conducting business activity in Poland, including Małopolska (which is evidenced, for example, by Poland's upward movement in the World Bank 'Doing Business 2014' ranking) ○ Strong and real partnership within the triple helix: science + business + administration, active involvement of society ○ Stepping up support for Małopolska's start-ups so that they can develop into global players, and thus promote the region internationally ○ The new 2014-2020 perspective, which places a heavy stress on supporting entrepreneurship and improving the availability of external sources of funding for innovative activity (Małopolska is the second Polish region, after Silesia, as regards funds allocated for the regional operational programme) ○ Ever better quality of human resources in the region ○ Creating a system of incentives for financing innovative activity of enterprises in cooperation with the well-developed regional R&D sector; ○ Change of attitudes to financing among companies, i.e. giving preference to R&D rather than purchasing finished machinery and technologies (which is reflected in the regional operational programme) ○ Improved climate for investing in Poland and further influx of foreign investment. 	<ul style="list-style-type: none"> ○ Onset of economic crisis and declining investment in new technologies among companies. ○ Deepening intraregional disparities in terms of the business activity rate ○ Continued poor quality of the institutional environment in Poland, reducing the willingness to invest in Małopolska ○ Fast exhaustion of existing competitive advantages of the country (notably the relatively low labour costs) ○ Growing competition faced by Polish products and services in the European market ○ Growing competition from better developing countries and regions ○ Domestic regulations likely to constrain the development of new companies, and the implementation of innovations, which may result in relocation of companies to foreign countries offering more business-friendly conditions ○ Slowly changing attitudes of financial institutions to supporting high-risk innovative solutions (unable to make up for the development of modern technologies in the world), which may weaken the technology potential of Małopolska's companies.

3. Governance and partnership

The development in Małopolska is founded on wide-ranging **partnership** and involvement of entities representing various communities, which act as the links and actors of the regional system of innovation and entrepreneurship (academia, science, NGOs, local government, partners from other regions, including foreign ones). All these partners make a real contribution to building a pro-business environment in Małopolska, implementing a number of projects in this area. The role of the region is to animate and stimulate the cooperation, as well as to get directly involved in selected projects.

This is reflected by the Statements of Support (16) attached to the application form, which are signed by representatives of various communities and sectors: science and education (Kraków's flagship universities: Jagiellonian University, University of Agriculture, University of Economics, AGH University of Science and Technology, Cracow University of Technology), representatives of businesses and business environment institutions (Krakow Technology Park, Małopolska Regional Development Agency, Chamber of Commerce and Industry, Life Science Cluster, Business Centre Club Students Forum, Selvita S.A., Software Mind S.A., Wind Mobile S.A.), equity fund and business angels (Internet Investment Fund S.A., Richard Lucas). The application is also accompanied by a declaration of cooperation with partners in the region made by the Self-Government of the Małopolska Region (statement).

The participation of partners from the region in delivering business development activities will be based on:

- 1) **Cooperation with the Regional Self-Government on the preparation of strategic documents in this area, consultation of programmes and projects concerning the policy towards supporting entrepreneurship and innovation**, among other things, by the participation of the partners in the work of such bodies as:
 - **Joint Committee of Territorial and Economic Self-Governments of Małopolska (KWSTiGM)** – is a consulting and advisory team of Małopolska's Executive Board, appointed in 2003, which organises cooperation between the economic and territorial self-government and agrees positions concerning Małopolska's economic development (the Committee is chaired by the Marshal of the Region and President of the Chamber of Commerce and Industry). In 2009, KWSTiGM received an award from the European Institute of Public Administration for **innovative activity**, as an example of good practice of cooperation between self-governments, **worth to be followed** on the European level.
 - **Małopolska Innovation Board** – consulting and advisory body of the Region's Executive Board responsible for the innovation policy of the Region. The Board represents a broad spectrum of business, scientific and self-government actors from Małopolska (over 35 members)
 - **Małopolska Economic Board** – is a group of experts who help the Executive Board to better plan development-oriented activities in the region, notably in the field of the economy. It is composed of the most distinguishable entrepreneurs and scientists in Małopolska.

The above bodies were actively involved in **consulting** such documents as: **Regional Innovation Strategy, Małopolska Region Development Strategy, Małopolska Region Operational Programme.**

- 2) **Involvement of entrepreneurs and other stakeholders in developing the assumptions of the regional entrepreneurship support policy:**

In devising the regional economic development, innovation and entrepreneurship policy, at all implementation levels (assumptions, work on documents, consultations, policy implementation, evaluation and monitoring), the regional authorities **engage the representatives of all stakeholders, so that the adopted assumptions best reflect the needs of individual groups.**

This is exemplified by the recent consultations of the Regional Innovation Strategy of Małopolska 2014-2020 (RIS), which took into account the **creative process of discovery** in preparing regional smart specialisation strategies. The Regional Innovation Strategy and its provisions are crucial to programming funds for the development of innovation and entrepreneurship in the region under the Małopolska Regional Operational Programme 2014-2020 (RPO WM), the documentation of which, including the programme and its details, are also subject to wide consultations.

Małopolska has deployed a range of tools available within the framework of existing institutional system to deliver the entrepreneurial process of discovery to the fullest possible extent. The tools employed included:

- studies with the participation of entrepreneurs and other participants of the innovation system and analyses of Małopolska's potentials and competitive advantages;
 - on-going involvement, consultations and advice from all major economy-related advisory bodies to the Executive Board of the Małopolska Region;
 - consultations, among others, with individual entrepreneurs through open and regular public consultation;
 - open call for ideas for projects contributing to economic and innovative development of the Małopolska Region in the 2020 perspective (as part of the so-called "Bank of Regional Projects").
 - initiatives animating the activity of the actors of the innovation system: meetings, workshops, sectoral conferences, propagating information about the creation of RSI and RPO WM during thematic conferences and events addressed to representatives of business, science, administration and the public.
- 3) **Joint projects/initiatives undertaken in the region**, including: Business in Małopolska Centre, Business in Małopolska - Partnership Network, Global Entrepreneurship Week in Małopolska, Małopolska Innovation Festival, and Małopolska Innovation Fair, SMART-KOM – Kraków Smart Cities Network, SPIN – Innovation Transfer Model in Małopolska, Innovation Broker as a tool for effective development of the system of Małopolska's modern economy.

Małopolska is a region wide open to cooperation with other regions, both domestically and internationally, as such cooperation may provide a much better impact and synergy for joint actions. A perfect example of intraregional cooperation is the **partnership between Małopolska and Śląsk (Silesia)**, which together form the Southern Poland

macroregion. Their cooperation is expressed *inter alia* by the **Development Strategy for Southern Poland 2020** and a range of joint projects which the two regions wish to deliver. In addition, the **Małopolska, Śląskie and Opolskie Regions** opened the **Southern Poland House** in Brussels, bringing together the regional representations, which had previously acted separately, so as to ensure that the interests of the macroregion have the broadest possible representation in Brussels.

Supranational cooperation of the Region:

The Małopolska Region is engaged in wide-ranging cooperation with other, foreign regions, with a view to enhancing its knowledge and obtaining new skills and partners for common initiatives. Małopolska pursues partnership actions under **partnership agreements with the following regions**: State of Thuringia (Germany), Rhône-Alpes Region (France), Prešov Self-Governing Region (Slovakia), Zlín Self-Governing Region (Slovakia), Region of Southern Denmark (Denmark), Centre Region (France), Lviv Oblast (Ukraine), Cluj Region (Romania), Sverdlovsk Oblast (Russia), Latgale (Latvia), Jiangsu Province (China), Andhra Pradesh State (India), Uppsala Region (Sweden), Kurdistan in Iraq. In addition, under intergovernmental agreements concluded by the Polish Government, Małopolska cooperates with Flanders and Wallonia (Belgium) and Bavaria (Germany). **As regards the economy and entrepreneurship, the cooperation with Thuringia, Lviv Oblast, Cluj and Latgale is particularly important – Małopolska organises study visits to the above regions, regular visits of the region's representatives and entrepreneurs interested in establishing trade relations.** Furthermore, together with Uppsala, Małopolska intends to prepare a joint project for the Interreg Europe programme, to support the development of innovative entrepreneurship and start-ups, based on exchange of expertise and experience between the regions. Currently, the two regions are making all the necessary arrangements.

Małopolska is also a member of the **European Regions Research and Innovation Network (ERRIN)**.

In recent years, Małopolska has become an **important player as regards the European policy, setting the lines for innovation-based development**. Thanks to participating in the **Vanguard Initiative for New Growth through Smart Specialisation**, Małopolska, as the first Polish region (in addition to Małopolska, also Śląsk is part of the initiative), has made its way into the European vanguard. This creates possibilities for promoting Małopolska as a developing and innovative region, and in addition, gives it prestige and allows it to co-shape the industry and smart-specialisation policy-making. The Vanguard initiative brings together the regions that wish to give a tone to EU's industrial policy, based on smart specialisation.

Cooperation with partner regions of the European Entrepreneurial Region (EER):

Małopolska has entered into cooperation with regions awarded the EER award by the Committee of the Regions, in order for them to share their experience in implementing their award-winning entrepreneurship strategies. Furthermore, Małopolska has expressed its willingness – provided it is awarded the title – **to undertake joint action promoting the EER competition on a European scale, within the network of EER regions**. The regions Małopolska has established contact with are highly similar to Małopolska in terms of activities and initiatives they pursue. Their activities are also attractive for Małopolska since they help it to share good practice, experience towards supporting entrepreneurship effectively. Our region is also eager to cooperate with regions active in innovative entrepreneurship in terms of delivering joint projects – great opportunities in this respect are offered by European Territorial Cooperation programmes, mainly Interreg Europe 2014-2020. Such cooperation has also been proposed to regions, chiefly Catalonia, which are strongly oriented to supporting start-ups.

- **Catalonia (EER 2012):** Małopolska entered into cooperation with the region involving exchange of good practice and expertise in supporting young entrepreneurship (also under future Interreg Europe projects), which is aligned with the activities delivered in the region, e.g. the Global Entrepreneurship Week. Catalonia is also Małopolska's partner under a project delivered jointly by the Małopolska Region and the Kraków Technology Park, namely "SMART-KOM – Kraków in Smart Cities Network" The partner was chosen because of the high position of Barcelona in European smart city rankings. During a study visit in 2014, delegates from Małopolska met with the Catalan authorities, who presented solutions in this area.
- **Lisbon (EER 2015):** Contacts were established with the region, which pursues a range of actions to support innovative entrepreneurship and start-ups – Małopolska proposed exchange of experience in this respect, also under joint Interreg Europe projects, as well as sharing good practices in EER promoting activities.
- **Flanders (EER 2014):** Contacts were made with persons responsible for implementing the award-winning entrepreneurship strategy; the regions will start cooperation on promoting EER, among others, through the Małopolska Region Office in Brussels. Cooperation between the regions towards supporting innovative entrepreneurship, including start-ups and within the framework of promoting EER, **was provided for in the "Cooperation Programme for the Years 2015-2017 between the Government of the Republic of Poland and the Government of Flanders"**.
- **Marche Region (EER 2014):** Cooperation was established with the region. In addition, representatives of the region (University of Ancona) will visit Małopolska in April 2015 for a conference co-organised by the Region and the University of Economics in Kraków named "Economic Challenges for Higher Education", which will be an excellent opportunity for exchanging experience. The University of Economics collaborates closely with the University of Ancona as regards exchange of Polish and Italian students, who – in addition to studying at the universities – visit the biggest companies in Małopolska.

Importantly, being a very active region in Europe, Małopolska, in connection with the organisation of the 13th European Week of Regions and Cities (EU Open Days) in 2014, entered into the "Motors for Growth" partnership with the following regions: **Catalonia**, Lombardy, Baden-Württemberg, **Rhône-Alpes**, Emilia-Romagna, **Vojvodina & Flanders**. This lays foundations for further joint initiatives of the regions.

4. Action plan

Actions intended to stimulate enterprise development in Małopolska are based on **four key pillars**:

1. Implementation of the principles of the Small Business Act;
2. Effective implementation of the Structural Funds supportive to enterprise development;
3. Strong intersectoral partnership in the region for development of entrepreneurship (described in Section 3 of the Application);
4. Effective exploitation of the region's potential in the area of smart specialisations and development of technology-related entrepreneurship, including start-ups.

IMPLEMENTATION OF THE SMALL BUSINESS ACT (SBA):

In December 2014, **Małopolska actively participated in the SBA Programme consultation process** and submitted its comments and opinions on the proposed changes in the European policy towards supporting SMEs in the years 2015-2020. **The region's involvement in the consultations is important insofar as implementation of the SBA principles has an impact on the operation of the companies conducting their businesses in the region, building of the entrepreneurial environment and stimulation of business development.** The comments were valuable from the point of view of the regional government as the **self-government is well aware of the entrepreneurs' needs**, in particular thanks to a close cooperation with the business community and institutions representing the economic self-government (e.g. within the Joint Committee of Territorial and Economic Self-Governments of Małopolska).

For a few years now the Małopolska Region has been implementing the measures stipulated in the Small Business Act in order to create the best possible climate for a development of entrepreneurship. The scope of these actions on the regional level is strictly in line with the scope of competences of the regional self-government.

Such actions involve, in the first place, the following: creating a positive environment for the growth of entrepreneurship, improving access to financing and to new markets, developing companies' competences and their innovation capacities, promoting and rewarding innovativeness and creativity, developing cooperation networks, establishing infrastructure that responds to companies' needs, reducing administrative barriers and facilitating operation of enterprises (in line with the region's competences).

Creating an environment supportive to a growth of entrepreneurship, based on a strong intersectoral partnership in the region:

- a) **On-going enhancement of cooperation between the science, business and administration communities.** Numerous projects are undertaken in the region in this area to support partnership building and thus also a technology transfer, such as the following:
 - ✓ There are **technology transfer centres** operating at Małopolska's universities and scientific institutes to stimulate the process of commercialisation of the outcome of research and transfer of thus developed solutions to the industry.
 - ✓ In cooperation with Małopolska's scientific institutions the Małopolska Region developed a bilingual (Polish and English) **Internet service "Małopolska's scientific offer"** including a proposal for cooperation between these units and the business environment (e.g. the scope of research conducted, available resources and scientific potential, infrastructure for dedicated research).
 - ✓ One of Małopolska's universities, namely the AGH University of Science and Technology, is a **coordinator of one of the six European (and the only one in Poland) Knowledge and Innovation Community. KIC InnoEnergy Poland Plus** mostly coordinates projects related to clean carbon technologies. In addition to research activities, it actively supports entrepreneurs and originators in establishing their businesses, implementing new concepts and technological projects **as it helps them to establish start-ups operating in the area of sustainable energy.** It is **Europe's only investor in and broker of innovation in this field.** One of the development programmes for start-ups is **KIC InnoEnergy Highway®.**
 - ✓ Establishment of **consultative and advisory bodies at the Board of the Małopolska Region**, representing economic and scientific communities, and self-governments (Małopolska Innovation Board, Małopolska Economic Board, Małopolska Board of Information Society, **Joint Committee of Territorial and Economic Self-Governments of Małopolska** of Małopolska), and their involvement in the key decision-making processes related to the region's development.
 - ✓ **The "SPIN - Model of Innovation Transfer in Małopolska"** project – a project where an innovative model of cooperation between scientists and entrepreneurs will be worked out to facilitate commercialisation/implementation of the outcome of research carried out in the four technological areas: smart energy networks, energy-efficient building technologies, biotechnology and translational medicine. Coordinated by the Region, the project is being implemented in a partnership with Cracow-based universities: the AGH University of Science and Technology, the Jagiellonian University and the Cracow University of Technology.
- b) **Supporting actions and initiatives taken by entrepreneurs and the creative environment from Małopolska, including by start-ups.** The most prominent projects in the region include the following:
 - ✓ **The "Małopolska - where Technology Becomes Business" programme** implemented by the Region since 2013, which supports large-scale meetings and technology-related projects. The programme has been developed in order to exploit the potential of the Małopolska's start-up community and events arranged by it. Thanks to the programme, **the Region has become actively involved in the organisation of tech-events thus becoming their real Partner**, allowing the region to be promoted as a place supportive to a growth of innovative entrepreneurship. The Programme will be continued in 2016. Each year, the Region cooperates with around 10 to

15 entities organising tech-events, among them being TedxKraków, TedxKazimierz, TechCamp, Innovators Summit, and TechSaturdays Marketing Nonference.

- ✓ **“Małopolska Innovation Festival”** held under a broad partnership of institutions from the region. The event enables meeting of the academic community with the business and initiating cooperation, promotes technology transfer, innovativeness, and entrepreneurship. The Festival is addressed to entrepreneurs, scientific staff, students and business environment institutions. Festival attendees meet on conferences, training sessions, workshops, and also on individual meetings where they share their experience and ideas subsequently turned into joint projects. Discussions and exhibitions are held. The Festival’s events have been arranged since 2011 by **more than 30 regional partners**.
One of the component events of the Festival is the **Małopolska Innovation Fair** to be held already for the **eighth time** in 2016. The Fair offers the opportunity for meetings, talks, exchange of information and establishing business contacts between companies, scientific institutions, clients and other partners. The Innovation Fair brings together Małopolska’s entrepreneurs, scientific staff, students, representatives of the administration and all those who are interested in innovation, entrepreneurship, transfer of technologies and cooperation between the business and scientific communities.
- ✓ **Annual Business in Małopolska Meeting** is a conference that provides an opportunity for a meeting of entrepreneurs, politicians and members of the local self-government in order to talk about the existing experiences, problems and the forthcoming challenges to be faced with. During the conference the leading Małopolska’s companies are presented with the Małopolska Economic Awards.
- ✓ **Economic Forum in Krynica-Zdrój** – the region’s leading economic event that brings together the elites representing more than 40 countries from Europe, North America and Asia to discuss, among other issues, economic cooperation.
- ✓ **New Economy Forum** is a joint project of the Małopolska Region, the AGH University of Science and Technology (the leading university of technology in Małopolska) and business communities, held each year in Małopolska and in the adjacent partner region, Silesia, designed to create the guidelines for the policy of support for Poland’s technological development.
- ✓ **Economic Forum for Small and Medium-Sized Enterprises in Tarnów** offering an opportunity for a discussion on, among other topics, directions of development of institutions that support entrepreneurship.
- ✓ **Investment Forum**, has been held for seven years; it brings together representatives of central governments and parliaments, responsible for the privatisation processes in Central and Eastern Europe, and also investors from Poland and CEE.

Improving access to financing and to new markets, and establishing infrastructure adjusted to the needs of the enterprises:

Since 2009, the **Business in Małopolska Centre (CeBiM)** has been operating in Małopolska as one of the country’s most innovative joint initiatives of the Małopolska Region, Małopolska Regional Development Agency, Krakow Technology Park and Małopolska Industrial Parks. The objective of CeBiM is to attract new foreign investment in the region and to support development of international trade in Małopolska’s enterprises. The activity of CeBiM is based on the four key principles: economic promotion of Małopolska, integrated offer of services for investors, support for Małopolska’s exporters, and real property management. The **most important effects of the actions taken by CeBiM include:**

- ✓ 20-30 meetings per year with foreign delegations from various countries in the world, during which Małopolska’s economic offer is presented,
- ✓ information campaigns in foreign business media and participation in the most important economic events (fairs),
- ✓ services for approx. 100 investors per year,
- ✓ within the Special Economic Zone (707 hectares of investment area) 190 business permits were issued, 17,000 jobs were created and the expenditure incurred stood at PLN 3.8bn (EUR 905m),
- ✓ services for approx. 500 exporters per year,
- ✓ growth of Małopolska’s exports by 5% in 2013 (as compared with the 2012 figure) up to EUR 7.5bn,
- ✓ Małopolska ranking high amongst the world’s most attractive places for investment.

The Region’s self-government supports regional entrepreneurs in their expansion onto foreign markets in that it establishes its representative offices in the regions attractive for Małopolska’s companies. Thanks to the **Business in Małopolska - Partnership Network** project, delivered within a partnership of the Małopolska Regional Development Agency, the Małopolska Region, Foundation of Knowledge and Technology for Small and Medium-Sized Enterprises Victoria from Kaliningrad, Baltic International Academy in Riga, Lvov Chamber of Commerce and Industry, **3 economic representative offices of Małopolska were established in Lvov, Riga and Kaliningrad** to mediate in contacts between Małopolska’s enterprises and their foreign partners, and to support the exports of Małopolska’s enterprises to the Ukrainian, Latvian and Russian markets.

Important support for the development of foreign cooperation in Małopolska’s companies is also provided by the **Enterprise Europe Network**, a network of business environment institutions operating chiefly to the benefit of the SME sector, whose objective is to assist in establishing international business relationships. In Małopolska, members of the network within the Southern Poland consortium are the Cracow University of Technology - Technology Transfer Centre and the Cracow Chamber of Commerce and Industry. The network’s offer includes, in the first place, the following: providing information and consultancy on possible financing of business and on the European Union law, assistance in searching for foreign partners (through, among other things, databases containing offers of

cooperation in the area of technology and business), assistance in establishing business contacts (business missions, bilateral meetings), and developing technology audits for companies.

An element that plays a central role in a development of companies in the region is the **improved access to financing** of business activity, in particular one that is highly innovative and involves a high level of risk. In Małopolska there is a **network of venture and seed capital funds, as well as guarantee and loan funds** which support enterprises in the region in the implementation of innovative solutions which, not infrequently, cannot be financed with, for example, bank credit facilities due to a high risk ratio.

Development of companies in Małopolska is enhanced by the **region's infrastructure, both the existing one and one that is currently being built**, which is of particular importance for enterprises operating in the field of smart regional specialisations. The key centres include:

- **Małopolska Information Technology Park:** a modern business and science centre offering space for young IT companies and providing opportunities for broad development and mentoring carried out by the company in cooperation with the Małopolska Region – Krakow Technology Park.
- **Małopolska Smart Specialisation Parks**, i.e. a network of science and technology parks in the areas of the region's smart specialisation, operating at the AGH University of Science and Technology, the Cracow University of Technology, the University of Agriculture, the Jagiellonian University and the University of Economics in Cracow. The parks' infrastructure will be designed to host innovative enterprises set up based mostly on technologies developed at the universities.
- **Life Science Park**, whose activity focuses mainly on providing laboratory space, financing and supporting development of new innovative companies and scientific projects in the area of life science, making available the resources of Cracow-based universities, and delivering educational projects designed to prepare a group of managers for the conducting of businesses in the life science industry.
- **Colab** – a Kraków co-working centre offering space for the activities of young start-ups while at the same time providing networking opportunities, exchange of know-how and sharing ideas on joint projects.
- **hub:raum Kraków** – an incubator of innovation established by Deutsche Telekom to lend support to young start-ups operating in high technology industries in four areas: financing, providing space to work (co-working), consultancy by mentors and experts, and access to the resources of Deutsche Telekom (mainly to the infrastructure and the client base).
- **Technology Incubator of the Kraków Technology Park** - established in 2008 with a view to promoting the idea of commercialisation of modern technologies and creating conditions supportive to a design and development of innovative projects. To date, it has been successfully pursuing these goals in that it has offered space for creative people seeking suitable environment for themselves and for their ideas.
- **Academic Incubators of Entrepreneurship (AIE)** – a network of incubators set up by a buoyant community of people with entrepreneurial zeal. There are more than 310 businesses operating within AIEs in Cracow. AIEs are present, among other places, at Małopolska-based universities, but operate also as independent entities offering each person the possibility of registering their business activity under the legal personality of the incubator and providing accounting and legal services as well as office space.

The Małopolska Region is a **shareholder in 6 companies being business environment institutions, key to enterprise development in the region:**

- **Krakow Technology Park:** implements a number of projects which influence the region's technological growth, enterprise development, promotion of innovation and new technologies, and creation of a positive climate around business; it also manages the Special Economic Zone in Cracow.
- **Małopolska Regional Development Agency:** specialises in services designed for enterprises, providing comprehensive know-how and modern financial solutions; it renders services related to the obtaining of the EU funds and helps to effectively invest in Małopolska.
- **Małopolska Industrial Parks:** its tasks are to locate new business projects in the region, obtain new sites for investment projects, and also to provide management and administration services with regard to premises and buildings.
- **Tarnow Regional Development Agency:** is a specialised regional development institution cooperating with state and local governments, institutions, organisations and business entities.
- **Małopolska Credit Guarantee Fund:** is an institution focusing on a provision of support to a development of small and medium-sized enterprises, consisting in facilitating of their access to debt financing through granting of guarantees for credit facilities and loans taken out by them.
- **Małopolska Regional Guarantee Fund:** is a company whose task is to facilitate entrepreneurs' access to external sources of financing in the form of credit facilities and loans offered by banks and other financial institutions.

Promotion and rewarding of innovation, entrepreneurship and creativity, and education:

- ✓ **Business education of young people** – as early as 12 years ago Poland, as one of only few EU countries, introduced business education in the school curricula. Schools in Małopolska also follow these curricula in order to prepare young people to be enterprising and teach them how to conduct their own business.
- ✓ **Global Entrepreneurship Week in Małopolska** – organised in the region since 2010 as part of a global initiative. Its objective is to create a social environment to actively support entrepreneurial attitudes and creative initiatives of young people. In 2016, the event will be held **for the seventh time**. The programme of the event is delivered by **approx. 50 Partners in more than a dozen cities and towns in the Region**, for example by universities, institutions supporting enterprises, and by entrepreneurs. These institutions, as part of their

programme offer, will prepare training courses, workshops, conferences, meetings with entrepreneurs, educational games, competitions, discussions and debates on such topics as, among other things, why to start one's own business, or the procedures and formalities required in the process of starting one's own business. The event is attended by **nearly 9,500 people**. Already in the first year of its implementation, the Małopolska initiative was pronounced **the best project of the Global Entrepreneurship Week in Poland**.

- ✓ Competition for doctoral students from the region: "**Małopolska Incubator of Ingenuity**" organised since 2011 – in 2016 the 6th edition will be held. In the competition **promising business plans are selected, incorporating innovative ideas and/or technologies that have a chance of being implemented, commercialised and becoming a market success**. The main prize in the competition is PLN 20,000 (EUR 4,800). Technical evaluation of the applications submitted is carried out by independent experts who assist in the starting and conducting of a business based on innovative solutions coherent with regional specialisations.
- ✓ Numerous **competitions and awards for Małopolska-based businesses serving as engines of the region's growth**, such as:
 - **Małopolska Business Award** – granted since 2009, is a **prestigious distinction for Małopolska's entrepreneurs (small, medium-sized and large ones) for their outstanding achievements in supporting the economy and entrepreneurship**. It is intended to promote the best enterprises in the region and inspire their growth, promote pro-investment attitudes and specific innovative achievements, as well as to enhance competition between enterprises.
 - **Małopolska Innovator** – a competition organised by Cracow University of Technology and the Małopolska Region to be held for the eleventh time in 2016. Its objective is to select **the most innovative Małopolska's businesses** in the following categories: micro-, small and medium-sized enterprise, and thus to promote them, and also to encourage other firms in the region to invest in modern solutions.
 - **Cracow Ducat** – an award granted by the Cracow Chamber of Commerce and Industry since 1991. It is awarded to people who establish or manage Małopolska's enterprises which play a prominent role in the region's development and success.
 - **Honorary Medals of Merit for the Małopolska Region, awarded by the Region's Self-Government**. Persons awarded since 2011 include numerous entrepreneurs from the region who established top-ranking companies in their respective industries, such as Maspex Wadowice or Fakro.

Moreover, the Region's authorities very often **nominate Małopolska's entrepreneurs in numerous Polish competitions**, for example for the Entrepreneur of the Year or the Reliable in Business awards.

Reducing administrative barriers and facilitating operation of businesses:

A majority of actions related to a reduction of administrative burden and to legal regulations applicable to the conduct of business are taken, in accordance with the distribution of competencies between the particular levels of government, at the central level (mainly legislation). Despite that, in respect of cooperation with entrepreneurs, **the region undertakes a number of initiatives with a view to facilitating a conduct of business**, principally making use of modern technologies to this end, among them being:

- **Digital Małopolska** – an IT system designed to enhance on-line contacts with the Marshal Office of the Małopolska Region, including provision of **e-services by public administration units in the Małopolska Region to entrepreneurs, investors and residents**. The platform developed by the Małopolska Region is fully integrated with the ePUAP system, operable countrywide, which uses standardised models of electronic procedures and also offers the possibility of using an ePUAP trusted profile to sign documents.
- **Innovative system of Public Information Bulletins in Małopolska**, covering more than 3,300 units in the region and offering, among other addressees, entrepreneurs with a broad access to procedures followed by the individual units, model forms, and databases of tender procedures conducted by the units.
- **Małopolska Arbitration and Mediation Centre** – operates at the Cracow Chamber of Commerce and Industry under, as in the case of its six partners from other cities in Poland, the auspices of the Ministry of Economy. The purpose of the Centre is to popularise mediation and arbitration as an effective method of resolving business disputes, which should contribute, in a wider perspective, to a creation of conditions encouraging amicable settlement of disputes arising between entrepreneurs.
- **Enhancing implementation by entrepreneurs of projects under the new financial perspective in order to encourage their more active involvement in the utilisation of the EU funds earmarked for enterprise development**, for example through the following:
 - ✓ Reduction of institutional barriers, thus making the actions taken at all stages of project delivery proceed faster,
 - ✓ Computerisation of the relationship with the beneficiary – steady development and improvement of IT tools supporting implementation and an increased number of documents/issues handled in an electronic form,
 - ✓ Development of internal databases to ensure that all the information already held by institutions is used in beneficiary service, resulting in a possible reduction of the number of documents required from beneficiaries – no duplication of data the institution has already been provided,
 - ✓ Organisation of information desks to provide beneficiaries with a support of specialist staff,
 - ✓ Implementation of systemic solutions to ensure stability of the system of utilisation of funds in the first period (for example reduction of the number of changes to guidelines/procedures).

EFFECTIVE USE OF THE REGION'S POTENTIAL REGARDING SMART SPECIALISATIONS AND DEVELOPMENT OF TECHNOLOGY-BASED ENTREPRENEURSHIP, INCLUDING START-UPS:

Kraków – the capital of Małopolska – is recognised as a city of start-ups has a huge potential of new technologies development, the greatest of all Polish regions.

Małopolska's ecosystem of start-ups is relatively young but developing dynamically. A large group of people in various firms, initiatives and organizations spare no effort to make the Kraków start-up environment internationally visible as a vibrant and successful community. These people's ambition is for Kraków to catch up with European leaders, and to become a leader in Central and Eastern Europe. Kraków's start-ups have already had international success, as shown by such companies as **Estimote, Brainly, BASE CRM** – small firms that have developed into global leaders.

The Małopolska start-up community is very active as regards the number of, mostly grass-roots, events it has organised. The aim of such initiatives is, first of all, development, gaining expertise and networking, but also seeking inspiration and motivation. On average, around eight various events per week are held. Among the most important events one should mention: TEDxKraków, TEDxKazimierz, TEDxKraków Salon, TechCamp, Hive53, Startup Stage, Krakspot, conferences: Mobile Trends Conference, Atmosphere, PLNOG and meetings such as Open Coffee KKK.

The Self-Government of the Małopolska Region supports initiatives of the Małopolska start-up community, among other things through its "Małopolska – where technology becomes business" programme, which was earlier discussed. In addition, new support mechanisms are planned in 2016, including:

- **a start-up competition** aimed to select the best business ideas to be implemented in Małopolska,
- **support to Małopolska start-ups participating in numerous competitions, through preparing them for public presentations for investors** (coaching, mentoring),
- **organisation of competence workshops abroad for start-ups which will be able to upgrade their qualifications and to find investors to implement their ideas.**

In the years to come Małopolska intends to build its competitive advantages based on young, innovative start-ups, as well as companies operating in regional smart specialisation areas. It also has an adequate infrastructure and a high human capital of well-educated and creative residents. Dynamically developing media industries may serve as an example in this respect. In 2012 the Kraków Technology Park (KTP) in cooperation with the Małopolska region organised the first edition of the **Digital Dragons conference**. From the very beginning it has become the largest game industry event in Central and Eastern Europe, bringing together game producers, publishers, industry's media, business, opinion-making circles and the academic community (300 participants in 2012, 598 participants in 2013, 822 participants in 2014). In addition, the **Digital Entertainment Cluster**, was established on the KTP's initiative, creating the environment for the development of Małopolska's gamedev and initiating cooperation between the partners within the cluster. The **European Game Academy** is very active in Małopolska. It was established at the Kraków Technology Park in cooperation with the Jagiellonian University, the AGH University of Science and technology, and about twenty companies connected with the industry (including. CD Projekt, Reality Pump, Nibris, Techland and Blooberteam). The Academy offers two-year post-graduate studies in six game industry related specialisation areas (production, technologies etc.), stressing on the specialisation and practice in specific projects, with a teaching staff consisting mostly of experience game designers and game developing companies' staff. Małopolska can also boast **the largest and the most modern film studio in Poland– Alvernia Studios**, of particular importance for the development of the game industry, offering film services and investment in its own production and co-productions. The studio produces feature films of international circulation, musical project and commercials, and participates in production of video games.

EFFECTIVE IMPLEMENTATION OF EUROPEAN FUNDS FOR ENTREPRENEURSHIP DEVELOPMENT:

The year 2016 will be marked by intensive activities to implement financial funds under the new Perspective 2014-2020. A major share of competitions is planned to be launched, In our region, the funding to be allocated under the new pool of structural funds **shall be to a large extent addressed to support innovation and entrepreneurship, business development, enhancing business competitiveness, implementing new solutions and close cooperation with the science community**, in line with the provisions of **the Europe 2020 Strategy**. Thanks to tailor-made support to companies operating in the regional smart specialisation industries, the competitiveness of the regional economy will be enhanced and the EU funds used to ensure a long-term growth.

The Region's many-year experience in absorption of EU funds guarantees the effective use of the structural funds earmarked for business development under the new Perspective. It is shown by the results of project implementation in the years 2007-2013 (as at the end of 2014), in which already existing businesses and individuals who could acquire funds to start a business in this way were beneficiaries:

a) investment support to companies and loan and guarantee funds:

- over **3 900 investment project** applications submitted by SMEs, of which nearly **2 000 best projects** selected for the co-financing, totaling at **PLN 972 million (EUR 232 million)**,
- **above 2 700 new jobs** created as a result of project implementation,
- **above 2 000 new services provided**,
- **2 138 new products and technologies** on the market,
- **907 investment solutions implemented**,
- **14 loan and guarantee funds created**, which supported **1500 companies** in the amount of **PLN 180 million (EUR 43 million)**;

b) support to creation of new businesses (grants, loans):

- **18 017 newly created companies**, thanks to non-refundable grants and **122 companies** thanks to loans to start a business – in total 18 139 new jobs created,
- support to new businesses through **training and consultancy on how to run one's own business**;

c) upgrading competences of company staff through professional training and consultancy services, and cooperation with the science community:

- **ca. 22 100 companies** participating in training projects financed under the European Social Fund (ESF),
- nearly **26 000 company employees** participating in training,

- **38 company employees** being provided on the-job training and training courses at scientific units and **585 science workers** participating in training courses and on-the-job training in companies,
- over **1 700 individuals covered by support in starting their own spin off or spin out business.**

The new Perspective 2014-2020 offers further great opportunities – in the Regional Operational Programme 2014-2020 for the Małopolska Region (RPO WM) **the implementation of support instruments for the SME sector and entrepreneurship development in the region**, and first of all:

a) Businesses' investment in research and development:

- **Implementation of high innovation potential solutions by businesses**, including in cooperation with R&D units (**EUR 100 million**), e.g. industrial research or experimental research works leading to the development of new or significantly improved products, processes or services, purchasing research or development results, preparing prototypes and pilot implementation and validation;
- **development of R+D infrastructure in enterprises in order to create the infrastructural environment for R&D activity in businesses (EUR 40 million)**, e.g. **through the purchase and development of infrastructure (research apparatus, equipment)**, serving to create new products and services;
- **Małopolska Innovation Vouchers for SMEs (EUR 20 million)** in order to streamline technology transfer, raising the level of innovation, initiating and promoting cooperation between SMEs and the science and innovation sector. The project will involve the provision of a innovation vouchers (M-vouchers), i.e.:
 - ✓ **M-R&D voucher**– for businesses to commission R&D works from science institutions or other businesses conducting research and development in the area of product or process development.
 - ✓ **M-implementation voucher**– for businesses to implement research and development works financed by an M-R&D voucher or purchased by businesses in some other way.
 - ✓ **M-licence voucher** – for businesses to purchase a Polish or foreign licence to be able to use the production know-how or the right to science/technology results.
 - ✓ **M-patent voucher** – for businesses to purchase services supporting the passing of a patent procedure.
 - ✓ **M-consultancy voucher** – for businesses to purchase a consultancy services: to develop and implement new technologies and other innovative solutions, feasibility studies in this respect and company development strategies based on such solutions
 - ✓ **M-design voucher** – for businesses to purchase services in the industrial design area.

b) Enhancing competitiveness of SMEs:

- **promoting entrepreneurship**, in particular through facilitating a business use of new ideas and fostering the creation of new businesses, including through the establishment of business incubators (**EUR 115 million**), e.g. via entrepreneurship promotion, creating entrepreneurial attitudes, support to SMEs in an early phase of their development, (also start-ups), preparation of greenfield investment
- **promoting the region's business offer, innovativeness promotion and support to SMEs in their expansion on external markets (EUR 27 million)**, including organisation of economic missions abroad for Małopolska entrepreneurs, organisation of exhibitions and fairs, developing analyses of foreign markets, support for the adjustment of the offer to specific markets, opening new business channels,
- **direct support for SMEs to increase their international activities and to help them enter new markets (EUR 10 million)**, including implementation of new business models, developing a company's strategy/plan of international activity, purchasing internationalization consultancy services,
- **investment support to SMEs (EUR 78 million)**, including investment for modern machines equipment and production devices, development of e-sales of products and services, investment concerning the use of ICT technologies
- **specialist consultancy support to SMEs (EUR 10 million) through Consultancy Vouchers,**
- **Promoting energy efficiency and the use of renewable energy sources (RES) in enterprises (EUR 19 million)**, including modernisation and development of production lines to achieve greater energy efficiency, introducing energy management systems, implementing energy-efficient production technologies, construction, development and modernization of RES installations.
- **Stimulating entrepreneurship in the region (EUR 55 million)**, including activities addressed to individuals interested in setting up their own businesses (including spin offs/spin outs), targeted in particular at the areas where business is less developed, and including grant support restricted to the most disadvantaged groups on the labour market and refundable support (loans, guarantees).

Coordination of most support priorities is ensured by the **Małopolska Entrepreneurship Centre** –an organizational unit of the Region. Importantly, in the process of project selection, being in line with regional specialisations will be of major importance, as it will foster the region's smart development and a major growth of its competitiveness in the industries which are considered of key importance.

RPO WM will be implemented throughout the entire financial perspective 2014-2020, therefore its actual effects will be measured at the end of the present programming period; in 2016 competitions will be launched and projects selected, with their results to be measured in the years to come, until 2023. The most important results envisaged in the RPO WM for the new perspective in the area of entrepreneurship support and development include:

- Business sector outlays on R&D to GDP: 1.2 %
- The number of enterprises receiving support for R&D&I investment projects and Innovation Vouchers: 719
- Investment outlays in enterprises to GDP: 8%
- Area of prepared investment sites: 175 ha
- Number of enterprises receiving support to enhance competitiveness (investment, consultancy, internationalisation): 1 750, including 160 to 2018

- Number of enterprises receiving support to use RES (Renewable Energy Sources): 190.

Additionally, thanks to the implementation of the programme of support for entrepreneurship and innovation, Małopolska plans to reach **the following indicators:**

- 20 events per year promoting entrepreneurship, innovation and serving to build regional partnership, in which the Region is the organiser or a partner,
- 5 competitions per year aimed to promote Małopolska companies,
- 300 000 companies in Małopolska informed, via information and promotional campaigns, about the Region's activities to promote entrepreneurship,
- 20-30 meetings per year with foreign delegations from various countries, at which the business offer of Małopolska will be presented,
- information campaigns in foreign business-profile media and the presence at major business events (fairs),
- services to ca. 100 investors per year,
- services to ca. 500 exporters per year,
- further raising Małopolska's position on European and global innovation and investment attractiveness rankings.

The activities planned for implementation in the present Form and the progress in the implementation of such activities shall be reported by the regional authorities to the Committee of Regions in accordance with instructions for EER regions and promoted at important events and projects implemented by the Region and its partners, on websites(detailed description, point. 5).

The monitoring of all activities shall be entrusted to **the Board of the Małopolska Region**, which analyses the work progress of individual projects on an on-going basis. Within the scope of their competences, relevant departments and organisational units of the Marshal's Office of the Małopolska Region will report to the Board on the progress of implementation of relevant activities, (Department for Operational Programmes Management and Małopolska Entrepreneurship Centre – on the implementation of the structural funds, the Economic Development Department – on entrepreneurship promotion, business cooperation with the partners in the region, promotion of innovation the region's investment attractiveness and support to Małopolska businesses in internationalization of their activities). The Economic Development Department will also be responsible for all reporting on activities connected with the EER title to the Committee of the Regions.

5. Communication plan

Receiving the title of a European Entrepreneurial Region 2016 will bestow great prestige on the Małopolska Region, while at the same time being an expression of the Committee of the Regions and the European Commission's recognition of the region's activities for entrepreneurship development. Therefore Małopolska wants to take use of its entrepreneurship year as effectively as possible to continue its planned activities up to the highest level and to widely promote the title conferred on it – which will be a great added value for the region. The nomination of the region will be widely promoted and disseminated not only on the regional, but also on the national and European levels. To make these activities successful, the following promotion and communication plan has been prepared.

The activities will be chiefly addressed to all stakeholders and actors of the innovation system – administration on all levels, the science and business communities, NGOs, as well as local residents.

The Committee of the Regions and the European Union will be widely promoted through visibility of their logotypes. As well as through inviting the Committee representatives to participate in a number of events. The Marshal of the Małopolska Region has been a member of the Committee of the Regions since October 2011, and a member of the Commission for Environmental Climate Change and Energy (ENVE). In the new term of office he is also a member of the newly created Commission on Economic Policy (ECON).

In view of the above, in 2016 the **Marshal of the Malopolska Region will invite ECON representatives for an off-side meeting in Kraków - the capital of Małopolska**, at which meeting the EER's activities will be presented, key investment sites connected with entrepreneurship development will be visited, and the meetings with key actors of Małopolska's innovation system held. In connection with the above, already in 2015 Małopolska will spare no effort to become successful in being selected as venue for such a session.

Additionally, **Malopolska will take part, as in the previous years, in many activities initiated by the Committee of the Regions**, especially in **Open Days**. Malopolska will continue its active participation in that event in Brussels as well as in the Malopolska Region by organising local events (in the last year Global Entrepreneurship Week in Malopolska and Malopolska Researchers' Night were the local events during the Open Days 2014).

Thanks to close cooperation of the Małopolska Representation in Brussels with the Department of Trade and Innovation Promotion of the Polish Embassy in Brussels, a visit of Belgian journalists to Małopolska **will be organized. The visit is aimed, first of all, to show the region's entrepreneurship potential and relevant activities.** The visit will be connected with the participation in a flagship event in the region, e.g. the Digital Dragons

or the Economic Forum in Krynica-Zdrój, as well as a visit of selected sites, of significance for entrepreneurship development in Małopolska.

Małopolska also wants to take use of its participation in the **ERRIN network of which it is an active member, inter alia, in the ICT area** – one of the region's smart specializations. Participation in the network's varied activities, promoting Małopolska as an EER at such events, will enable to get a wide outreach of the information.

One of the Meetings of "Klub Małopolanina" in 2016 in Brussels will also be held under the leading theme of EER, The mission of the Club is to create and sustain the sense belonging to the Małopolska community among its former residents now in Brussels. And to take common initiatives to the benefit of Małopolska, in order to enhance its role among European regions. The meetings of Klub Małopolanina, graced with the presence of prominent personages of the world of science and culture originating from or connected with our region, are organised a few times a year by the Małopolska Representation in Brussels. It gives possibility to promote potential of the Małopolska and entrepreneurship in the region on a large scale.

"Małopolska - an EER" will be the leading theme of the Region's magazines "Closer to Brussels" published by the Representation of Małopolska and "**Innovative Start**", published by the Marshal's Office since 2005, devoted to the issues of innovative entrepreneurship in the region. .

Logotypes of Małopolska as an EER and of the Committee of the Regions will be included in all publications and promotion materials of the Małopolska Region published in 2016, and concerning entrepreneurship and innovativeness (including publications promoting the Global Entrepreneurship Week in Małopolska, the Małopolska Innovation Festival, including leaflets, posters and banners).

In view of the award of the title of a EER, the years 2016 will be particularly important for entrepreneurship development in the region. Thus on the Region's websites and societal media profiles updates promoting the EER title, and the Committee of the Regions' recognition of the region's activity in this respect will be regularly published.

The information campaign also includes:

- **promotion of the EER title at the following flagship economic events:**
 - ✓ Global Entrepreneurship Week in Małopolska and the Gala of Young Business inaugurating the event and serving to promote entrepreneurial approach (planned participation of around 9.5 thousand, over 200 activities)
 - ✓ The Małopolska Innovation Festival and the Małopolska Innovation Fair promoting the region's innovativeness, technology transfer and cooperation between science and business (more than 30 partners, around 50 exhibitors) – it will be our **EER kick-off event and thanks to that we will be able to disseminate the EER label among key stakeholders and actors of the innovation system in the best way.**

Both the Global Entrepreneurship Week and the Innovation Festival will be devoted to EER-related issues.

- ✓ Economic Forum in Krynica-Zdrój – the leading economic event in the region
- ✓ Annual Business in Małopolska Meeting
- ✓ New Economy Forum
- ✓ Economic Forum of Small and Medium-Sized Enterprises in Tarnów
- ✓ Investment Forum.

Małopolska **will invite representatives of the other EER regions** to events organised in our region to share best practices, strengthen our cooperation and create EER-regions network. We will also invite experts from these regions as a speakers during events organised by the Małopolska Region, e.g. Małopolska Innovation Festival.

- Organisation of a conference devoted to EER, attended by the Regions authorities,
- Designing promotional materials devoted to EER (Internet banners, roll-ups),
- organising, in 2016, meetings of opinion-making/consulting groups to the Board of the Małopolska Region: Małopolska Innovation Board, Małopolska Economic Board, and the Joint Committee of Territorial and Economic Self-Governments of Małopolska, devoted to **EER**, in particular taking up the issues of support to enterprises, absorption of structural funds for business development,
- engaging the Press Office at the Marshal's Office of the Małopolska Region, closely cooperating with the media, to gate a much wider outreach of promotional activities,
- **cooperation in EER promotion with the Małopolska start-up community** which strongly identifies itself with the region and Kraków, and Hus during their numerous visits abroad (e.g. to Silicon Valley or Berlin) strongly promotes our region, as well as those Kraków's key start-ups which have growing from small businesses to worldwide recognised brands, e.g. Base CRM, Seed Labs, Estimote).

All materials concerning EER will be distributed by the Region and its regional partners, The title is a honour not only for the Małopolska Region, the policy-maker sparing no effort to support entrepreneurship in the region, but also for regional institutions – partners who turn the activities into practice and take up new initiatives and challenges.

The region will use its position in order to **widely promote and disseminate the rich programme conceived to support entrepreneurship and innovation**, not only gaining renown and recognition of the European Commission **but, first of all acting for the benefit of the regional community and businesses, while at the same time involving international partners in cooperation.**

Being open to cooperation, the Małopolska Region will also carry out joint project with other regions by joining forces and potentials to make actions to support entrepreneurship even more effective. The Małopolska Self-Government

intends to take use of already established cooperation with existing EERs to jointly promote the EER idea create a network of regions that have quality entrepreneurship strategies in places. The cooperation with EERs is made much easier thanks to the contacts that have already been established and existing cooperation with selected regions, e.g. "Motors for Growth" during the organization of Open Days 2014 in Brussels (with Cataluña and Flanders).

Małopolska is willing to share its expertise, practices and ideas with European regions, while at the same time drawing from the knowledge and experience of better developed regions, to be able by to develop concepts of business support in the years to come in a better and more effective manner.

MARSZAŁEK
WOJEWÓDZTWA MAŁOPOLSKIEGO
M.S.S.
Marek Sowa

Członek Zarządu
Województwa Małopolskiego
Jacek Krupa