Application form  
European Entrepreneurial Region (EER) Label

EER 2015

1. Contact details

<table>
<thead>
<tr>
<th>Applicant region</th>
<th>Region of Valencia</th>
</tr>
</thead>
<tbody>
<tr>
<td>Name of person in charge of the project</td>
<td></td>
</tr>
</tbody>
</table>
| Postal address         | Ciudad Administrativa 9 d'Octubre  
                        | C/ Castán Tobeñas, 77, Valencia, 46018 Spain |
| Telephone              |                     |
| E-mail                 |                     |
| Website                | http://www.indi.gva.es/portal/opencms/es/index.html |
Valencian Region plays a fundamental role in the Spanish Economy. Thanks to its climate, geographic location and an important population density (5 million inhabitants), excellent infrastructures, all together with our GDP gross rate (10% of the Spanish GDP rate). Valencian Region is an ideal destination for entrepreneurship, business establishment and investment. 22.6 million tourists come the Region of Valencia every year. Valencian Region hosts nearly 13.5% of all foreign citizens living in Spain. On top of that, we have a sound entrepreneurial character; our business creation figures are superior to the national average (+7.2% during 2013). We have a large business experience with an increasing proliferation of international businesses. During 2013 a total of 11,077 companies were created, representing 11.9% of the national total, which implies a higher ratio compared with the population or GDP of the Region with respect to Spain. Also in 2013, more than 30 companies were created each day, this period being the best in the last 5 years concerning the business creation figures. If we analyze the number of enterprises created per each 10,000 inhabitants, this indicator shows a value of 21.7, above the average of the whole Spanish economy (19.8). Last GEM study, reveals that 1 in 4 people in adulthood is currently engaged in any of the stages of the entrepreneurial process (entrepreneurship intention, emerging activity, new activity or consolidated activity).

THE ‘NE3 STRATEGY’. Kenneth Morse, entrepreneurship expert and ex-adviser of president Obama says “The Valencian Region is one of the best territories for undertaking business initiative”. This is the result of a strong commitment to generating a sustainable entrepreneurial ecosystem. We consider crucial learning from other regions and implementing a Valencian model adjusted for the Valencia context so there have been numerous government missions to global regions relevant for their entrepreneurial strategy, as Israel (Weizmann Institute, StarTau-Tel Aviv University), Boston (MIT Entrepreneurship Center) and especially Estonia and Finland (EER label). As a result of these missions, there have emerged initiatives such as the European Emtech or the, Valencia Global Growth mentoring program. Others were already planned such as the Entrepreneurs’s Day or Valencian Entrepreneur Council. Furthermore, Valencia has been selected to participate in the 2nd edition of MIT Regional Entrepreneurship Acceleration Program (REAP) to promote innovative entrepreneurs. According to The “Spain Startup Map” initiative, after Barcelona and Madrid, Valencian Region with 13% of the total, is the one with the biggest number of startups and leading the ranking in terms of accelerators, incubators and co-working spaces. In relation to GDP the Valencian Region ranks second at national level, with 45.7% above this value.

We made an initial assessment which is reflected in the following SWOT, being a starting point for the definition of strategic objectives and the action plan.

<table>
<thead>
<tr>
<th>OPPORTUNITIES</th>
<th>STRENGTHS</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Development of intensive-knowledge services and high-tech industry as new economic engines.</td>
<td>1. Geo-strategic position in the Mediterranean area: Mediterranean Corridor</td>
</tr>
<tr>
<td>2. Transformation through continuous innovation of traditional sectors: Hi-tech to Low tech.</td>
<td>2. Powerful tourism sector: Tourism as a role of raising the profile of the region.</td>
</tr>
<tr>
<td>3. Campus of International Excellence: repercussion of the university system.</td>
<td>3. Experience in foreign markets, especially in sectors such as automotive, food, agriculture, footwear &amp; ceramic</td>
</tr>
<tr>
<td>4. Self-employment as a driver of the economy and in the fight against unemployment</td>
<td>4. Important network of traditional SME’s with capacity for growth and expansion by using new technologies: nanotechnology, biotechnology and advanced manufacturing technologies</td>
</tr>
<tr>
<td>5. Good interplay between the public and private agents of entrepreneurial system.</td>
<td>5. Strong innovative capacities along with excellent scientific and academic infrastructure.</td>
</tr>
<tr>
<td>6. Emergence of new sectors with high growth potential (renewable energy, health care, tourism, environment, ICT, chemistry and logistics)</td>
<td>6. Large availability of human capital/resources due to improvements in education. Better academic and training levels of entrepreneurs</td>
</tr>
<tr>
<td>7. Attraction of new customers and investors from emerging countries in process of internationalization: increasing attraction of foreign capital</td>
<td>7. Provision of industrial land in attractive conditions and excellent access</td>
</tr>
<tr>
<td>8. Start of administrative deregulation for business creation.</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>THREATS</th>
<th>WEAKNESSES</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Short and medium-term perspectives of slow economic growth in Europe and other advanced economies. Weak</td>
<td>1. High unemployment rate, low education level of the unemployed</td>
</tr>
</tbody>
</table>

1 The “Spain Startup Map” initiative shows the data of Spanish entrepreneurial ecosystem by regions. This interactive map was created with the idea of offering a global vision.
Taking into account our environment, and after the SWOT analysis, we have focused our ‘NE3 strategy’ on the previous opportunities and challenges, defining our strategic objectives:

1. **NE3-1 Development of an attractive, sustainable, effective and efficient Entrepreneur Ecosystem.**
   Prioritizing the accessibility, communication and agility of the support tools ("No wrong door"). For this purpose simplifying the Administrative Procedures is regarded as being the key element together with the development of specific sources of funding for the different stages of the life cycle of SMEs, with special attention to critical segments (death valley). As an essential element, is indispensable the transmission and valorization of the experience and knowledge.

2. **NE3-2 Boosting intensive knowledge entrepreneurship in emerging, processing and traditional sectors.**
   “Aiming Innovation and Entrepreneurship to industry”. We must pay special attention to the strategic and traditional sectors that, based on innovation, and having the primary objective of re-industrialization, should encourage entrepreneurship and innovation as driving forces and environment transformers. Likewise, there must be an actual research and knowledge transfer to the business network from the technology centers and universities.

3. **NE3-3 Innovative and entrepreneurial culture committed to the region.**
   “T+I: Stimulating talent + innovation”. The Innovation and entrepreneurship as a source of producing employment, wealth and sustainability. It is especially important the stimulation, attraction and development of talent as entrepreneurship initiative generator and authentic creation axe of advanced ecosystem.

Aiming to these objectives and, having into account our environment, this is our mission: “**Valencian Region is promoting entrepreneurship Culture and facilitating sustainable, smart, and inclusive entrepreneurs through our Industrial and Economic policy, that will offer citizens and companies a better environment to create new companies and better quality jobs.**”. According to this mission, our vision is that the **Valencian Region is a European Reference in Entrepreneurship because it offers**:

1. A coordinated collaborative and Cross-cutting model. The combination of different measures, led by public administration, and co-developed with different organisms, universities, and private sector must create synergies that drive entrepreneurship in an efficient and sustainable way.

2. Implementing the roots of entrepreneurial culture in society and in businesses. By educating, promoting the desire to undertake as a contribution to the development of society, the improvement of quality of life and of our society, emphasizing the social aspect of job creation. For this aim, the administration role must ease the access to the entrepreneurship ecosystem and all necessary tools for business creation as well as facilitating information access and dissemination of information for entrepreneurs.

3. Attracting and developing talent as a source of innovation and wealth creation. Universities must be able to detect and stimulate talent.

4. Initiatives between universities, research centers and companies, led by regional government to obtain a high rate of technology transfer between them.

5. Consensus through the **Entrepreneurial Valencian Committee** that will be supported by all key economic and social actors of our region. This organism, with high participation of all economic and innovation stakeholders, will be involved in driving the regional Entrepreneurship Strategy.

For the development of our **NE3 Strategy during the EER year**, and in order to fulfill the opportunities and to attack the challenges, the region developed an action plan. This **Action Plan is summarized below**.
## 2.- ACTION PLAN

Our action plan is based on the following actions, aligned with the SBA areas defined for the EER Year, into our three main axes.

<table>
<thead>
<tr>
<th>Strategic objectives</th>
<th>Areas</th>
<th>Actions</th>
<th>SBA y EER areas</th>
</tr>
</thead>
<tbody>
<tr>
<td>NE3 strategy</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Governance</td>
<td>Valencian Entrepreneur Council</td>
<td>4.1. Presenting an integrated, coherent regional vision for partnerships</td>
<td></td>
</tr>
<tr>
<td>International attraction</td>
<td>EMTECH</td>
<td>4.2 Promoting communication with relevant actors, including the public, socio-economic partners and the media</td>
<td></td>
</tr>
<tr>
<td>Entrepreneur Helpdesk. Territoriality</td>
<td>Support network throughout the country and for all stakeholders in the region, Start Points, BIC’s, Parks, Women info points.</td>
<td>1.1. Entrepreneur Helpdesk. Smart regulation to enable SMEs to concentrate on core business</td>
<td></td>
</tr>
<tr>
<td>Specialization, efficiency and support throughout the cycle, ideation, start-up, consolidation, acceleration</td>
<td>Financing through participatory mechanisms. Collaborative funding models for innovation</td>
<td>1.3 Financing. Improved access to finance to invest and grow</td>
<td></td>
</tr>
<tr>
<td>Administrative simplification – efficiency</td>
<td>Rationalization of organisms. E-Census</td>
<td>1.1. Smart regulation to enable SMEs to concentrate on core business</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Legislation Top ten Starting Points HelpDesk</td>
<td>1.2. Administrative simplification – efficiency</td>
<td></td>
</tr>
<tr>
<td>Technology transfer. Interconnection supply – demand</td>
<td>Relationship University - Business. Technology transfer to SMEs. Patents project. SEIMED Erasmus Entrepreneurs Portal: One Stop Shop for entrepreneurs &amp; SME Emerging policies: Youth Guarantee initiative, Young SMEs.</td>
<td>2.2. Demonstrating support for closer cooperation, especially between higher education and enterprises</td>
<td></td>
</tr>
<tr>
<td>European Dimension for entrepreneurship &amp; innovation</td>
<td></td>
<td>3.1. Identifying potential measures to make optimal use of EU funding and other public funding: cohesion policy funds (ERDF, ESF, Cohesion fund, EIB) and non-EU funds.</td>
<td></td>
</tr>
<tr>
<td>Entrepreneurship for a better Climate sustainability</td>
<td>Climate KIC</td>
<td>5. Sustainability</td>
<td></td>
</tr>
<tr>
<td>NE3-2. Boosting intensive knowledge entrepreneurship in emerging, processing and traditional sectors. “Aiming Innovation and Entrepreneurship to industry”</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Entrepreneurial and innovative culture</td>
<td>Introduction to the training module: promotion and development of independent work module Training for employment counselors.</td>
<td>2.1. Entrepreneurship education: projected measures to introduce and encourage entrepreneurship</td>
<td></td>
</tr>
<tr>
<td>Entrepreneurship as a Goal for the Universities</td>
<td>Entrepreneurship as a Goal for the Universities Start-up Summer Camp. Summer school for teachers.</td>
<td>2.1 Entrepreneurship education: projected measures to introduce and encourage entrepreneurship</td>
<td></td>
</tr>
<tr>
<td>Communication</td>
<td>Communication. Funding mechanisms. co-investors = Prescribers Entrepreneur’s Day</td>
<td>4.2. Promoting communication with relevant actors, including the public, socio-economic partners and the media</td>
<td></td>
</tr>
</tbody>
</table>

The NE3 strategy

1) The Small Business Act and the main EU policy initiatives/instruments 2) Entrepreneurship 3) Cross-cutting themes/EU dimension 4) Regional integration and cooperation 5) Sustainability

Based on our commitment to this strategy, Valencian Region is experiencing a time of transformation and growth in the field of entrepreneurship being valorized by the international and national references from academia, business and investment world.

"The Valencian Region is one of the best territories for undertaking business initiative" (March 2014 FORINVEST. Kenneth Morse. Serial entrepreneur and business angel. Founder and managing director of MIT Entrepreneurship Center (1996–2009))

Valencian Region Candidature EER 2015 ‘NE3 strategy’
1. **Small Business Act implementation at Regional Level in coordination with all actors, implementing common initiatives/instruments to increase entrepreneur’s companies much easier and longer:**

Focusing on the entrepreneur and with the objective of easing the access, understanding and capitalizing different actions, we have defined a collaborative and cross-entrepreneurship model, with a multidisciplinary approach, bringing together all the initiatives under a common strategy. According to the first objective of the ‘NE3 strategy’ NE3-1 “No wrong door”, and in accordance with the implementation of "Think Small First" principle we have projected the following measures to achieve these principles:

The main goal of Valencian Region is to present a forward-looking strategy to increase the innovation potential of small enterprises. We completely assist our SME together with our 4 Business Innovation Centers (BICs) located in Valencian Region in coordination with the key role played by our Universities, our 5 Scientific Parks and our 14 Technological Institutes. We are coordinating them all to implement our entrepreneurial policies focused in facilitating SMEs to concentrate on their core business. In fact, GEM Valencia Community 2011-2012 report reveals that one of the most important points valued by the entrepreneur is the entrepreneurial advice in higher education, highlighting the role of our scientific parks and incubators, which are key platforms for our SMEs. They are provided with access to physical spaces, commercial advice and professional assessment under our public programmes supporting all types of entrepreneurial projects. As an example we highlight that the BICs have helped more than 800 business creation with a highly innovative content, supported the development of 1,600 companies’ business plans and generating 2,000 highly qualified jobs during the past years. As a key point into the NE3-1 axe, these mechanisms will play an important role into our strategy, making easier the processes to the entrepreneurs.

Into our action plan, we are making more efforts especially to micro enterprises, putting them at the heart of the region's measures with our Start Points helpdesk (customer service desks for entrepreneurs). In order to help any entrepreneurs to find all the support they may need, we are creating Start Point Helpdesks for entrepreneurs to cover any gap on the Valencian entrepreneurship ecosystem. Entrepreneurs will easily access any entrepreneurial support tools, no matter in which phase development of their entrepreneurial project they are. Starpoints Helpdesks cover a dual mission. Firstly they offer information and advice to entrepreneurs in their business model definition during the early years. Secondly, they will start their administrative process of company incorporation through the Single Electronic Document (DUE). This reduces red tape and eliminate excessive administrative burden for starters. Moreover we are developing territorial SBA partnerships in order to enhance the governance of SBA implementation; **Our objective: deploying throughout all our Regional territory 50 Start Points helpdesks** located within public administration bodies, municipalities, private entities, professional associations, business associations or chambers of commerce. On top of that, all they are in addition to those of the Valencian Employment and Training Service. Therefore we can sum up more than 130 Start Points Helpdesks.

In our mission to develop a Smart regulation to enable SMEs to concentrate on core business we have made an endeavor to simplify administrative burdens. We seek for more efficient strategies trying to improve rationalization. We are determined in avoiding duplicities and being more efficient. That is why our will is to spread the concept of "No Wrong Door". We have made a magnificent effort simplifying processes for entrepreneurs. Public Bodies have been brought together. Different organisms such as SERVEF (Valencia Employment and Training Service) or IVACE (The Valencian Institute of Business Competitiveness), are fully coordinated putting together most important measures of support and information for entrepreneurs. IVACE represents today 6 different previous agencies that are providing all the support mechanisms for financing, innovation, energy and eco-innovation efficiency, all key factors in our entrepreneurship strategy, and which were previously separated in different agencies. IVACE as a new central body is responsible for aligning the different support strategies developed for fulfilling with the essential points of the SBA.

Looking for administrative simplification and efficiency, during the EER year **CRM Entrepreneur e-CENSUS Software Development/file** of the entrepreneur will be running. This will be a pilot phase where any support action for entrepreneurs, such as guidance or admission in any kind of program through our associates, will be recorded in our CRM project E-Census. Every interaction with entrepreneurs providing any support by our network will be recorded, in order to account, analyze, evaluate and improve all support services available. This information will be gathered and studied in depth in order to follow up the impact and generate improvements.

Valencian Regional Government is since 2010 issuing **Legislations** to implement better SBA, inviting bodies to sign agreements, promoting measures that deepen administrative simplifications. Recently, the Law 2/2012, supporting measures for entrepreneurs, SME and for micro-enterprises, has been introduced containing a declaration of responsibility of the entrepreneur applying for permission for starting the economic activity, as a legal document. This has achieved a substantial simplifying procedure, in line with EU standards. In addition, and as a key point into the ‘NE3
strategy’, Valencian Entrepreneurship Council has officially been created as an advisory body, responsible for making proposals to help improve legislation for the creation of new businesses involving all stakeholders and key actors.

As a big challenge, we have selected our ‘Top Ten rules project’ to highlight our commitment of repealing and simplifying those automatic rules that raised barriers in establishing and developing a business. We have listed all the regional regulations affecting the business activity. After those Top 10 rules simplifying we will proceed to the elimination of such rules in the Valencian Regional Parliament. The public consultation begins in April 2014 and will last for 2 months with the goal that during the EER year more administration’s simplification will happen.

In our strategy of offering an Improved access to finance to invest and grow, we need to highlight that we have our strategic plan with a comprehensive funding measures already taking place from November 2011. We begin to recognize its impact now that we have helped to finance 133 business innovative projects, a total investment of 50.3 million euros, creating 1,451 jobs.

In this regard, the Government aims to boost a growth model centered on the innovation capacity and the external openness of our economy. Our funding strategy includes key elements, as University-Business transfer technology, expansion, growth and internationalization and attracting talent, with financial support for the implementation of research and technological development in our region. In accordance with the ten principles of the SBA and applying the principle "Think Small First", we have developed the following actions regarding the funding that will continue in the coming years inside our ‘NE3 strategy’. We underline that for this year 2014 it has been allocated about 35 million Euros for these lines, and this support will follow in the same figures during the next years.

- **Participatory loans.** Loans with variable interest rate, determined by the evolution of the activity of the borrowing company. This funding is considered subordinated debt. The key to this type of loan is that there aren’t more warranties required than those of the own business project. It targets entrepreneurial projects with less than 5 years that will provide with technical, technological or business model innovation.
- **Loans at zero cost with final repayment.** The financial instrument aid will aim to grant with a soft loan interest rate and a refundable subsidy on the cost of the R & D of 25%. This model is available for the creation of technology-based companies.
- **Microcredits.** Smaller amounts of 25,000 € sufficient for a particular target of the entrepreneurial population, specifically for micro-enterprise and self-employed workers.
- **Involvement in private investment instruments** aimed at supporting innovative entrepreneurship and technological advances. During this 2014, it will run the MITEF, in collaboration with the MIT Enterprise Forum, and there are already articulated agreements to co-invest with funds as Synensis, Sherwood, Major Key, or Inveready Adara. These funds are targeted to strategic sectors such as Technology, ICT, Biotech, Cleantech eco-energy, Healthcare, Agribusiness and Life Sciences.

We are concentrating all efforts on a Collaborative model in order to investment in projects led by entrepreneurs. For the development of our financial support scheme, we have counted on different private actors from entrepreneurship sector in our region, always looking for a public-private partnership that encourages the development and implementation of new projects. We have agreements with relevant agencies of the Valencian investment landscape, as funds and venture capital or co-financing with private investors or business angels, that handled the microcredit mechanism. Significantly, partnership agreements, involving joint venture, with public national R & D funding entities and private sectors: Business Angels (96), Co-working centers (21), Business Incubators (11), Accelerators (4), Incubators (2), Family Office / multifamily office (9) and Venture Capital Funds Office (3).

<table>
<thead>
<tr>
<th>2. Empowering entrepreneurship culture for all in Education, closer cooperation among higher education and companies, through mentoring programmes and technology transfer practices:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Promoting social recognition of the entrepreneur’s figure and ensuring the transmission of entrepreneurial success is a must for us. We need to lay on the entrepreneur’s positive figure to be installed into our society. Additionally, we need to change mentalities from the existing fear of failure, towards the North American view of failure, bringing the emphasis on experience as an essential part of the culture of entrepreneurship.</td>
</tr>
<tr>
<td>As different actions for the NE3-3 objective (“T+I: Stimulating talent + innovation”), we are determined to favour the development of an entrepreneurship spirit, to this aim, various programmes have been designed, addressed to all educational levels.</td>
</tr>
</tbody>
</table>

Valencian Region Candidature EER 2015 ‘NE3 strategy’
We have introduced the promotion of entrepreneurship, from the work on specific skills to the implementation of courses on business creation and entrepreneurial skills. **PROMOTION AND DEVELOPMENT OF AUTONOMOUS WORK training module**, as professional trainings, has been promoting entrepreneurial attitudes, values, acquisition of skills leading to entrepreneurship. More than 7,740 students have already participated, at 15,480 hours. Next two years, it will be implemented with a similar participation.

We are focusing on the **Development of training programmes.** Currently, they are several running in some Universities as pilots, they will be extended and monitored to other Universities. In that sense, there will be a special attention to **teachers and professors through our Summer Camp programmes. We are already** training and strengthening teachers’ entrepreneurship spirit. The aim is to impact teachers that will stimulate students with the help of innovative experiences. There is an experience run by the University of Valencia during the last 5 years training 79 teachers to give entrepreneurial courses to more than 8,000 students. This will be extended to other Universities. We acknowledge the key role University professors hold today, but moreover the teachers stimulating role.

**Counselors will be also trained, we are aware of the valuable key role civil servants play.** SERVEF’s Strategic Plan for 2020, highlights training public employees located at Start Points Helpdesk dealing with information, advice and labour guidance that will be trained in business creation and self-employment,

**Enterprising as a goal in Universities is currently taking place with our** Start-up Programme. Its aim is to promote entrepreneurial culture in Universities in order to **detect innovative entrepreneurial talent** among students. This has been a success at the Polytechnic University of Valencia for the last 2 years. It will be expanded to other Universities. Students and young start-ups are encouraged to co-work in a common open space. The purpose is that final-study project, converts in the end in a business reality. It is conceived as a shuttle and booster, they benefit from facilities of the Entrepreneur Space START UP for their first steps towards business success. This co-working space offered for free, provided with advice available for 3 months, with the commitment of milestones to reach. More than 900 ideas have ended up in more than 100 projects, developed by 29 start-ups, summing more than 100 highly qualified work positions have been supported already.

It is especially important, inside our NE3-2 axe (“T+I: Stimulating talent + innovation”), one of our **most important projects for closer cooperation, especially between higher education and enterprises the Patents Bank.** This initiative, one of the major strategic bets for technology transfer, was born in 2013 for promoting the encounter between entrepreneurs, businesses and generating innovative knowledge centers, facilitating transfer of technical results generated by scientists to productive and service sectors. Industrial networks together with our excellent network are, fostering a closer relationship between companies and Universities. This **first stage of Patents Bank project,** has created a Marketplace (http://www.bancodepatentes.gva.es/). A venue of various fora for technology transfer, agreed with research centers and business sectors. A total of 39 technologies, patents and software, entered Patents Bank with a catalogue of science and technology capabilities in the field of food-processing industry. During 2013, 2 Technology Transfer “Connecting Knowledge Fora” took place with over 400 attendees from 170 companies, including relevant technologies in sectors such as education, marketing, human resources, healthcare, energy, telecommunications, machine design and robotics. Patents Bank project strategy for the coming years 2014-2016, consists on valuing the potential of public universities and other organizations.

We are going to concentrate in **H2020 Technologies (thanks to RIS3, Horizon 2020 instruments):** encouraging public-private partnerships to reach agreements with specialized agents, to boost technology marketing and financing; benchmarking, balance scorecard and analysis of results; developing access to the tools of public financial support to innovative business projects deriving from the Patents Bank; defining of the best practices model. Patents Bank is considered as door to entrepreneurship. We have published good practices guide on collaborative role models among researchers and business reality.

**Another key element of our ‘NE3 strategy’ is to promote mentoring programmes for the successful transfer of businesses, paying an especial attention to social inclusion, corporate social responsibility, social entrepreneurship and entrepreneurship for specific target groups such as women and migrants;** In that sense, and inside our NE3-1 axe (“No wrong door”), we are oriented towards different sectors in order to realise an effective transfer of knowledge and experience to help companies to compete in the single market. Various plans have been created adapted to any type or profile of the entrepreneur.

**1st Basic Mentoring:** For the next two years, SERVEF has defined a **new mentoring program** that will provide basic information on administrative aspects, location, funding and business development for unemployed or self-employed. It will be implemented by entities such as Chamber of Commerce, Valencian Youth Institute (IVAJ), professional
associations and organizations like Secot (a nonprofit organization whose volunteers are Seniors, qualified professional retirees, early retirees or in activity, with altruistic spirit, willing to offer their experience and expertise in business management). It is noteworthy the collaborative and social vision of this mentoring programme. A web platform will be created to coordinate mentors registration with valuable experience and background, providing mentoring assessment and transferring their knowledge to entrepreneurs. In addition, specific priority sectors mentoring programmes will be set up, such as young entrepreneurs through the “EmprenJove programme” (for youngsters from 18 to 35 years old to start their own business) or the Women Infopoint programme, targeting women entrepreneurs, reinforced by the DONA program which trains women mentors specifically dedicated to this peculiar group.

2nd step Mentoring: Includes training on finance, development of a business model, transfer of competitive intelligence and expertise. It is addressed to companies in seed stage or more advanced development (start-ups). Innovation centers such as BICS, Scientific parks, University Foundation, Accelerator, Organizations and Universities will develop this project. This model was in place by the University of Valencia and applied to 28 entrepreneurs. It will be implemented in other Universities during the NE3 strategy period.

3rd Advanced Mentoring offered and funded by IVACE is a pool of advanced programmes, fully financed through participative loans, incorporate a mentoring model which includes business model, networking, transfer of experience, competitive intelligence, internationalization and global vision. This program has 2 core activities:

a) VALENCIAN GLOBAL (http://www.valencianglobal.com/inicio.html), nowadays in its 3rd edition. It aims to boost innovative business projects of great potential in the Valencian Region. It supports innovative companies, financed with 2 million euros, which ties up repayment of the loan to the success of a project. It is driven by the Valencian Business Innovation company, led by the British White House adviser, Ken Morse, through the Entrepreneurship Venture entity. Mentored companies will be able to take part in seminars and meetings to enable them to enter the MIT "ecosystem" in Boston, led by a team of MIT Entrepreneurship, formed by Ken Morse, William K. Aulet, Jacques Talbot and Laura Baker Morse.

b) RIS3 instrument aimed at companies in strategic sectors is up and running now in Valencian Region. During the next two years, it will provide mentoring programmes addressing RIS3 strategic sectors companies (Quality of life: food processing, cosmetics and home, health, innovation in consumer goods and housing; advanced manufacturing processes: automotive, transport and mobility). 10 companies with growth potential will be selected to become competitive companies at global scale. The program will be driven by professionals capable of disseminating among international contacts.

3. Cross-cutting themes/EU dimension, Identifying potential measures to make optimal use of funds

We are willing to make the most of the EER Award intensifying synergies, sharing best practices and expertise with the other previous and present Awarded Regions. We are aware that during EER 2015 Award we will be able to establish long and efficient alliances with other different and successful Regions. We would like to share the implementation of our entrepreneurship strategy and learn from theirs.

Besides the NE3-2 axe (“Aiming Innovation and Entrepreneurship to industry”), and giving European dimension for entrepreneurship and innovation, we are making optimal use of EU Funding through the EU networks we currently participate in, learning from them and applying new ways of doing more with fewer resources, avoiding duplicities:

Nowadays, IVACE leads the SEIMED consortium leading the Region of Murcia Valencian Region Enterprise Europe Network, composed of 9 partners providing specialized and professional assistance to SME and research teams. We have been participating in it since the beginning providing business opportunities at European level, as well as assistance for technology transfer processes and finance access for European programs on R&D+i. We make part of the European SME network composed of more than 600 contact points distributed in more than 50 countries with nearly 4,000 experts. Currently The Region of Valencia is applying as leader of a larger network defining achievements for the next period from 2015-2020 Implementation Strategy. It also offers services to companies not only in their partnerships agreements, but also with a future point of view, assisting them in the application for HORIZON 2020 proposals. Training workshops and brokerage events are organized to promote internationalization of R+D+i and European projects. This SEIMED EEN network of professionals offering free services to SMEs have already manage 346 technological and companies’ assessments, 293 advices on European Programmes, 74 Industrial Property Rights services, 303 European partner searches, 60 business meetings and technology transfer meetings, 145 brokerage events for SME with more than 7,000 participants, 900 companies have received services from SEIMED European Enterprise Centers.

Another interesting experience has been the Erasmus for Young Entrepreneurs projects. In 2012 the Regional Government has led NEA project with municipalities. Currently the Young Entrepreneurs association is now

Valencian Region Candidature EER 2015 ‘NE3 strategy’
developing a new one. NEIA worked together with the Magdeburg’s Chamber of Commerce (Germany) and the Polytechnic University of Cracow (Poland) achieving 81 exchanges; 3rd best consortium with the larger number of exchanges; 58 young entrepreneurs’ interactions with 44 hosting companies. Entrepreneurs’ connections have been broadened as well as employees’ ones, related to technology transfer from EU Regions. Our Region and Spain is the third most interesting country for new entrepreneurs and hosting companies, after UK and Germany.

Currently, into the ‘NE3 strategy’, we are developing and delivering a Youth Guarantee scheme. It requires a great coordination with all actors at National, Regional and Local level. We are working in the framework of PROGRESS. Our aim is to establish alliances among different public and private stakeholders of youth employment focused on boosting job opportunities for youngsters. We are looking for active labour market measures and policy harmonization, matching labour market demands, and activating measures for youngsters as new mechanism to deliver the Youth Guarantee. The goal is to promote self-employment among youngsters from 18 to 24 years old, either unemployed or finished studies, willing to work. Women will be promoted, at least with 60% of beneficiaries addressed and migrants, or target groups at risk of social exclusion (at least 20%).

YOUNG SMES INTERREG IV C Project dealing with Consolidation Support Services is currently working on best practices exchange on how to drive financing access, innovation management and sustainability. Young SMEs includes successful enterprising initiatives and improving business environments for increasing SME’s survival rate after the fifth year of existence which is currently 50%. The European Commission recognizes that SMEs need more tailored made and specific support. As a consequence, We are thus improving our Improved access to finance to invest and grow, Targeting specific measures at entrepreneurs who have faced non-fraudulent bankruptcy (second chance). This project will be developed during the next two years.

Finally we wish to highlight IVACE’s international networks memberships such as European Association of Development Agencies (EURADA). IVACE is the founder member and participates in its Board of Directors, in addition to being an active member of its Steering Committee and representative of the Spanish Association of Regional Development Agencies in its General Assembly. IVACE also belongs to other networks such as Technology, Innovation and Information (TII), European Foundation of Quality Management (EFQM), European Regions Research and Innovation Network (ERRIN) or European Patent Network (EDIPOS).

### 4. Our Regional cooperation vision for partnership is Valencian Entrepreneur Council (VEC) and our Entrepreneurs Portal, collecting all supporting actions, experts, and connections with other SME platforms:

Maybe some of the most interesting objectives of our project, inside the NE3-1 axe (“No wrong door”) are Governance and consensus. In that sense, we have achieved a Consensus and Co Ownership with the creation of Valencian Entrepreneur Council VEC. It is the remarkable figure of our Action Plan, as transversal coordinating and consultative body. The Council is in charge of designing a more efficient strategy for the promotion of entrepreneurship, policies management and results. Made up of representatives from public administrations, academic institutions, social and economic institutions such as technological institutes, chambers of commerce, industry and navigation, business organizations, young entrepreneurs, cooperatives and autonomous workers’ organizations. Acting as an advisory body, the Council shall be responsible for making proposals to help improve legislation on entrepreneurship, as the center of regional government measures, consistent with the better implementation of the SBA and the entrepreneurial strategy.

Into the same axe, and looking for international attraction, we will also hold the most important event on innovation in Europe, EMTECH, improving innovation potential in SMEs. Organized by the Spanish edition of the MIT magazine Technology Review, it is considered one of the most important events in the world on technology and entrepreneurship. During 2013 and 2014, it will bring together 600 researchers, companies, entrepreneurs and investors related to R & D + i. They will analyze the impact of research and technological development in society and in businesses. Such event EmTech Spain, will contribute to make Valencia more open to technological world and knowledge. Linking Valencian innovation and entrepreneurship with the prestigious image of MIT excellence we bring closer innovation to the Valencian business network.

Keeping on mind the precept “no wrong door”, our most practical tool for entrepreneurs is the Entrepreneur’s platform [www.emprendedores.gva.es](http://www.emprendedores.gva.es). It is the one stop shop for entrepreneurs. It has been created to MERGE all support offered to entrepreneurs, avoiding duplicities, optimizing resources and connecting them to the business world. It is permanently increasing in contents. It is integrating new sections to link entrepreneurs with specialists, facilities, investment, tools and the global market. It organizes and unifying all types of information, coordinating all bodies and resources. It concentrates all Regional Government means aimed at entrepreneurs and SMEs. It reduces burden, making easier all administrative procedures for business creation (through e-Census + CRM). It is the GATEWAY to other

Valencian Region Candidature EER 2015 ‘NE3 strategy’
platforms: EEN, Mentors and Entrepreneurs.

The latter is www.emprenemjunts.es a collaborative platform set-up by the Regional Council to unify and organize contents given to entrepreneurs, improving coordination and concentration held by BICs. It collects all the entrepreneurs’ key information, providing tools, guides, events for those entrepreneurs who decide to start a business. It reflects its 2.0 participation, with more than 61.2 million pages visited since 2007.

Also In line with the precepts of SBA, and inside the Communication area of the NE3-3 axe (T+I: Stimulating talent + innovation”), we will drive entrepreneurship and innovation stimulation and promotion. A communication deployed strategy will ensure that any entrepreneur will be aware of all measures of our action plan. For this end we are going to address Co-investors = Prescriptors. In the framework of all joint venture agreements, our partner organizations will have to hold meetings to advertise our investments, to accelerate entrepreneurial projects thanks to PPP support. Valencian Business Angels Organization (CVBAN) is involved in our actions and offers communication expertise for the coming years, based on the venue of the National Congress of Business Angels in Valencia to attract investments of good quality projects. Moreover, during the EER year, we will develop 2 funding events monthly. Based on testimonies of entrepreneurs who have already used our mechanisms we will promote successful business models. These will relate to our supportive tools, bringing real experience and inspiring stories to other entrepreneurs.

A remarkable element is the Entrepreneur’s Day which will celebrate its 10th anniversary in 2015, and (Do Networking/Get Involved 16 workshops per year), mobilizing more than 43,000 entrepreneurs since 2006. Our Entrepreneur’s Day (Already 9 editions), has become a point of public - private meeting about entrepreneurship, innovation and business development. Last year, we managed more than 8,500 participants, among entrepreneurs, business owners, freelancers, investors, consultants, students and representatives of public and private institutions contributed to the event. Nearly 370 speakers and moderators have led 190 working sessions, in 13 different rooms: seminars, lectures, activities, meetings, workshops and roundtables on networking, financing and investment, management, innovation, motivation, sharing of experiences, business cooperation, growth or social media, and many other themes.

5. **Sustainability, our actions Involving "sustainable" projected measures:**

Sustainability is one of our key points inside the NE3-2 axe (“Aiming innovation and entrepreneurship to industry”). Valencian Region participates as one of the 6 Regions in CLIMATE KIC, one of the three Knowledge Innovation Communities (KICs) created in 2010 by the European Innovation and Technology Institute (EIT). Climate-KIC’s goal is to create sustainable growth focused on mitigating and adapting to climate change, especially against carbon emissions, and adaptation to sustainable growth economy. Up to now it allows 30 new innovative companies form the climate field to implement their business ideas. Consequently, it contributes to creating the leading program of accelerating ‘clean tech’ companies in Europe, quickly putting on the market the best ideas and startups of Valencian Region and Spain.

This project represents a firm commitment to entrepreneurship as a root for industrial growth and employment generation, converting the energy into a strategic tool for industry competitiveness and employment generation. It aims at attaining the greatest number of innovative projects in the energy sector, to promote the transition to a reliable, sustainable and competitive energy system. The project itself will consist of 3 phases. In the first phase, the business model will be developed, involving 30 companies. The second phase is based on the connection of the companies that have passed the first phase with the European market, involving 10-15 companies. Finally, the third phase, will connect all 5 finalists with the investment funds and financing. The aim is to create a new generation of innovators in climate change and low carbon economy within the larger program of accelerating clean tech companies in Europe. We are willing to continue working in this direction with more companies.

6 Towards successful implementation:

It is crucial for any strategy to develop control mechanisms in order to fix and monitor the results of the implementation. Into our ‘NE3 strategy’, Indicators will be the variables used to plan, measure and control more actions, improvements and results obtained for each strategic objectives defined. We have defined a mechanism for benchmarking and monitoring the implementation of the proposed measures, to establish corrective measures. Therefore, we will hold monthly monitoring meetings, incorporating public bodies, economic and social partners to discuss, agree and evaluate the various measures taken.

<table>
<thead>
<tr>
<th>NE3-1 axes</th>
<th>Strategic objectives</th>
<th>Key variables to measure actions</th>
</tr>
</thead>
</table>
| NE3-1      | 1) Number of active entrepreneurs  
2) Rate of active entrepreneurs / working population (%) |
### Development of an attractive, sustainable, effective and efficient Entrepreneur Ecosystem “No wrong door”

3) Rate of start-ups / total enterprises in each province  
4) Rate of new jobs generated by new businesses / regional rate of employment  
5) Weight of new companies turnover on total regional GDP  
6) Number of companies with foreign founders  
7) Requested and Granted Funding  
8) Growing number of entrepreneurs financed through venture capital, business angels or PPP instruments  
9) Growing volume of funding obtained by entrepreneurs  
10) Cooperation agreements signed with venture capital  
11) Number of SME’s having increased their size  
12) Financing by budget line.  
13) Number of entrepreneurs services given in assistance centers  
14) Number of companies participating in accelerator programs  
15) Number of new counseled/incubated companies by partner organization  
16) Company’s invoice before and after accelerator programme  
17) Company’s number of jobs before and after accelerator program  
18) Satisfaction survey of Mentoring programs

### NE3-2

Boosting intensive entrepreneurship in knowledge in emerging, transformers and traditional sectors “Aiming Innovation and Entrepreneurship to industry”

1) Number of new companies of industrial activities  
2) Number of new companies dealing with new technologies  
3) Number of innovative companies  
4) Rate of spending on innovation by innovative companies / regional GDP  
5) New technologies emerged. Meetings with entrepreneurs, businesses and research centers  
6) Incorporation of innovation entities  
7) Addition of mediators  
8) Number of collaboration or technology transfer agreements signed by Universities, technological Institutes and research Centers  
9) Number of technologies by sector  
10) Entrepreneurs appointed by the Erasmus Young program  
11) Entrepreneurs involved in the Young SME’s program  
12) Companies created and accelerated

### NE3-3

Innovative, entrepreneurial culture anchored in the region T+I: Stimulating talent + innovation

1) Number of events dedicated to funding  
2) Data review data of the entrepreneur’s Day  
3) Number of companies created as a result of the Business Start program  
4) Events dedicated to information and guidance

All these variables will be used to elaborate an annual study of entrepreneurship policies to be presented to the Valencian Council of Entrepreneur for its analysis. In addition, there will be EER events such as the kickoff meeting or meetings with other EER awarded Regions, to share information and synergies to help us improve and correct the actions implemented into our communication plan. As a result, the implementation of the action plan for 2015-2016 will require an increase in the results of the following variables:

<table>
<thead>
<tr>
<th>Strategic Goals</th>
<th>Objective Increase of Strategic Variables</th>
</tr>
</thead>
</table>
| “No wrong door” | Number of entrepreneurs services given in assistance centers (+20%)  
Number of companies accessing funding programs through participative loans (+15%)  
Number of enterprises accessing microcredit funding programs (+20%)  
Number of joint investments agreements with venture capital (+25%) |
| “Aiming Innovation & Entrepreneurship to industry” | Number of new technologies incorporated to Patents Bank (+70%)  
Number of patents transferred to companies (+50%)  
Number of companies and entrepreneurs in European projects (+30%) |
| “T+I: Stimulating talent + innovation” | Number of students in vocational training at module to promote self-employment (+10%)  
Number of teachers participating in the Summer Camp program (+100%)  
Number of companies created by the Start-up program (+40%)  
Number of companies participating in accelerator programs (+10%) |
### 3. COMUNICATION PLAN

**EER 2015 Label:** EER as the center of the entrepreneurial universe and capitalizing of the geostrategic situation of Valencian Region.

Given the importance of the EER award, all of our communication policy, which will be biennial, will aim at disseminating and raising the awareness about our entrepreneurship strategy. This will be made under the umbrella of the SBA, the European Union and EER label Award, certifying the project’s reputation. Within this strategy, are included all the different European actions implemented by various agencies within the social and business ecosystem.

Furthermore, on the same level of communication, must be monitoring and benchmarking, and dissemination of the previous results of this policy. This will act as guarantee success for the implementation of the activities identified in the action plan.

For the right implementation of our action plan, and given the aspect of our ‘NE3-strategy’, it is crucial the support of the communication plan in several precepts that, according to the political vision, are necessary for proper development of it. To begin, it must prevail an overall and collaborative project vision that could transmit to society the importance of having a set of actions that make sense as an overall project plan. Is the combination of each and every one of these measures that really gives value to the project. Therefore, the supportive framework of understanding and involvement marked by the Valencian Entrepreneur Council is essential for the effective dissemination and understanding from the society of the undertaken strategies.

It is also essential to communicate that undertaking initiative is easy, if knowing where to go, how to do it, what to consider or know and who has already done it. Regardless of the success of the project, it must be effectively communicated.

We cannot overlook the importance of other pillars of the plan as the experience and talent. Therefore, any initiative should be encouraged where the transmission of experience to the entrepreneur is being made as part of his learning. Regarding talent, any process that will determinate the attraction, discovery or development of talent, must be in present in our communication actions portfolio.

Finally, given the high level of our research, innovation and development, there must be a two-way communication system between them and the organizations and business sectors. In this way it will be possible to define the needs and capabilities so that the technology transfer is modeled and well defined. Therefore, we believe that it must exist some communication mechanisms that could make this relationship fluid.

Among the mechanisms established to carry out this communication strategy we will have different options, detailed below.
Valencian Region Candidature EER 2015 ‘NE3 strategy’

**PROJECT INFORMATION, DISSEMINATION OF EXPECTATIONS**

2014:
1. Press Notices EER 2015 year Launch dissemination Campaign by Regional Government (March 2014)
2. Journalist Reports presenting the EER Award
3. Interviews in specialized publication of general manager
4. Ideas contest for Entrepreneurs CV 2015 Project Image
5. Information Campaign of the Contest disseminating among entrepreneurs, universities, during meetings, workshops
6. Social networks campaign and regional government channels (Canal GV) to disseminate among candidates
7. Awarded label presentation event announcing new label through social networks
8. Dissemination Campaigns promoting: image, slogan, selected label, social networks

2015:
1. Promotion of label EER in social networks platforms & members of the Project (public and private organizations)
2. Communication Plan Including Label and Corporate Image of CV Entrepreneurs Project in all Media, Events and documents
3. EER 2015 year Launch dissemination Campaign by Regional Government
4. EER 2015 Valencian Region Strategy Campaign in Europe
5. Meetings + FORUM with members of EER Awarded Regions, Committee de Regions
6. Members of Valencian Entrepreneur Council (V.E.C) partners joining CV Entr. Project signing collaboration agreements
7. Final Evaluation of the EER Valencian Region Achievements

**COMPETITIONS & CONTESTS**

**Innovation Competitions**
- MIT Technology Review AWARDS for Under 35 years
- MAAC Microsoft
- Entrepreneur Award King Jacob 1st (Jaime I)
- Young entrepreneurs Award IVAJ

**Women entrepreneur Award**
- Entrepreneurs day Valencian Region Awards
- IVACE + Business Innovation Centers Awards
- Best Start Up University Awards
- Best University Professors Awards

**Talent Identification Programmes**
- Start Up Valencian Region workshops identifying entrepreneurs talent
- Best Final Degree Master Univ Entrepreneurial Business Plans at Universities

**MEDIA**

Regional Government Entrepreneur Web Portal [www.emprendedores.gva.es](http://www.emprendedores.gva.es)
- Including more platforms:
  a) Business Innovation Centers Entrepreneurship Platforms
  b) Mentoring Platform

Social Networks (EER Award dissemination Campaign, targeting information through different channels YOUTUBE, CANAL GV, TWITTER....)

Audio/Visual Mass MEDIA Entrepreneurs stakeholders and Key actors Interviews, successful case studies, awarded entrepreneurs promotions.

**EVENTS**

European Dissemination instruments and Info Campaigns
- SEIMED SME services, Internationalization, Brokerage Events, Events
- H2020 Participation projects

Investment and Financing Fora
- ForInvest Valencian Region: Investment Forum
- 12 Access to finance Workshops in Business Innovation Centers
- Mentoring Programmes Presentations
- Good Entrepreneurial Experiences of Entrepreneurs

**Promotion and Dissemination of Entrepreneurs CV Project**
- Presentation of Entrepreneurial Valencian Committee Strategy
- Entrepreneurial Day Celebration 10th Anniversary
- Getting Involved with Workshops 16
- 8 Workshops of Networking with entrepreneurs

**EUROPE: SBA / EER**
- EER KICKOFF MEETING Regional Government with E.V.C members
- Benchmarking with EER Awarded Regions

**Innovation and Technology Transfer**
- Emt-Tech
- Technology Transfer Scientific Centers, SME and Corporates programmes
- Patents Bank Technology Transfer Fora

**COMMUNICATION**

Label EER 2015 Valencian Entrepreneurial Region

Dissemination Campaigns in Social Media

Press Notices Launch and End of the EER year

Press releases for each new member joining EER Valencian Region

Website campaign for each event, action, tools, meetings, and workshops [www.emprendedores.gva.es](http://www.emprendedores.gva.es)

Legend STRATEGIC OBJECTIVES

NE 3-1 “No wrong door principle”

NE 3-2 Aiming Innovation & Entrepreneurship to industry”

NE 3-3 “T+1: Simulating talent + innovation”