

Application Form



European Entrepreneurial Region Award

2017

EXTREMADURA

1. Fact sheet



General information

Name of the territory	Extremadura
Date of application	17 March 2016
Political endorsement	The application is supported by Mr. José Luis Navarro Ribera, Regional Minister of Economy and Infrastructure of Extremadura

Regional data

NUTS code	ES 43	GDP/inhabitant (year)	15.753€
Population	1.092.997 hab.	GDP growth rate (year)	2,6%
Area in km ²	41.635 km²	Unemployment rate (year)	28,07%
Cohesion Policy category	<input type="checkbox"/> More developed region <input type="checkbox"/> Transition region <input checked="" type="checkbox"/> Less developed region		

Contact details

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The territorial EER strategy in a nutshell

The strong commitment to business development is a key factor for economic development of the region, also having a direct impact on its citizens. However, the current economic crisis has forced Europe to rethink the efforts made up to now, refocusing them through the Europe 2020 Strategy on smart, sustainable and inclusive growth.

In order to comply with the requirements set by the European Union for the next programming period, 2014-2020, the Community of Extremadura has designed its Regional Research and Innovation Strategy for Smart Specialisation, RIS 3, as an instrument to articulate and implement the economic transformation necessary to make Extremadura a more competitive region in a global context and in a way that is sustainable in the long term.

This transformation requires to focus resources and efforts on those economic sectors and areas of knowledge in which Extremadura has strong competitive advantages relative to other regions.

Extremadura develops its entrepreneurial strategy in connection with Europe, in compliance with the Europe 2020 strategy, with an economy based on growth and innovation, willing to generate a high level of stable employment and integrating a bottom-up approach in defining its recent economy government initiatives.

For this, Extremadura Extremadura has designed a Strategy based on the methodological guidelines recommended by the European Commission, adapting them to the realities of the region.

How did you learn about the EER 2017 call?	<input checked="" type="checkbox"/> CoR website	<input checked="" type="checkbox"/> E-mail announcement from the CoR
	<input type="checkbox"/> Open Days	<input type="checkbox"/> Announcement in CoR Plenary/Commission meeting
	<input type="checkbox"/> Other CoR event	<input type="checkbox"/> Info table at CoR Plenary
	<input type="checkbox"/> Other (please specify):	

2. Political vision

In global terms, Extremadura is characterized by its large area, low population density, an important rural environment, a singular geographical situation and an economy strongly linked to the tertiary sector, with lower weight of the construction and industrial sector, mainly related to the agrifood industry.

In comparison with other Spanish regions, in Extremadura the number of high and medium-high technology manufacturing companies is very low, located in the fifteenth place and regarding to the high-tech services companies, Extremadura is in last place with only 19 companies.

Extremadura is the only region of Spain that remains Objective 1, but the strategic analysis made shows that what once could be obstacles to our development (low population density and extent of eminently natural terrain) are now sources of opportunity connected with the priorities of the Europe 2020 and the major global trends.

The regional development policy of Extremadura is based on the Regional Research and Innovation Strategy for Smart Specialisation, RIS 3 whose vision is to position the region as a space for innovation in sustainable management of natural resources for power generation and industrial purposes, and application of technology to improve the quality of the population's life.

For that, the global objective of this Strategy is stated as increasing the size, the added value and the global competitiveness of the socioeconomic fabric of Extremadura, through policies that enable the use and development of technologies related to the region's sources of differentiation, fundamentally based on the sustainable exploitation of natural and cultural resources, and the capabilities for creating quality of life in its demographic context, in connection with the challenges of Europe 2020 and global opportunity-generation tendencies.

The fulfilment of this mission means to respond to four major challenges:

- Building a society predisposed to change, to continuous improvement, to creativity, to knowledge, to entrepreneurship, and open to the world.
- The development of a competitive business and industrial fabric with international positioning, capable of generating wealth sustainably through time.
- The consolidation of the knowledge-based society grounded on people, and that is built as a talent hub.
- Disposing of a set of infrastructures adapted to the needs of the region, and connected to the world, which will be the ground for the regional development.

The strengthening of the regional business network is key to the effectiveness and efficiency of the overall system. The aim of this strategy is to strengthen the Extremadura business and industry network to improve the ability of Extremadura companies to assimilate the results of research and technological development, incorporating resources and technologies to improve quality and productivity, and fostering cooperation and generating alliances.

The guidelines to be followed by the regional government, in economics terms, will be the promotion of growth and convergence with Spain and Europe. In this regard, it should be noted that the objectives of economic policy will focus on sustainable growth to reach "everyone" and in the creation of quality employment, for which will be launched actions at short- and medium-term that allow equilibrate the productive sectors enhancing the industry or market services, framed in a Regional Economic Impulse Plan in a short term to address it to enhance and strengthen economic growth in Extremadura with the aim of achieving growth rates of GDP above the regional average and allow the generation of enough volume of wealth and

employment which, in turn resulting in a significant decreased of the difference with the national average in unemployment and poverty rate.

The articulation of this Plan is made based on the following purposes:

- Enhance economic and social growth
- Stimulating the consumption
- Contribute to the creation of quality employment
- Minimize or eliminate obstacles to economic growth
- Develop measures to encourage the activities generation
- Progress in reducing productive imbalances

The Diagnostic Analysis for the creation of a dynamic, environmentally friendly and entrepreneurial Extremadura region is reflected in the following SWOT:

<p>WEAKNESSES</p> <ul style="list-style-type: none"> - Weight of the public sector is well above the national average. - Uncompetitive productive network, made by few companies, the majority of small size. - Low industrialization, with reduced degree of transformation of the raw materials produced. - Investment in R&D of companies below the national average. - Unemployment rate above national average. - Efforts in public-private partnerships and with other highly developed regions in progress but still in a primitive stage. - Limited connections for the freight transport. - Low public-private and business cooperation with other regions,. 	<p>STRENGTHS</p> <ul style="list-style-type: none"> - Implementation of a comprehensive policy to promote entrepreneurship and business development. - High quality raw materials and regional products. Rich in natural and cultural heritage resources. - Long-time expertise in sectors with an extensive potential for entrepreneurship, such as food and agriculture, renewable energy, management of natural resources and ICTs. - National leadership in the power generation with solar technology and European leadership in the production of agricultural products such as tomato and tobacco. - Strong relationship with Portugal, which favours the connection with Latin America and some Portuguese speaking African countries.
<p>THREATS</p> <ul style="list-style-type: none"> - Region with increasingly ageing population, low population density and high geographic dispersion. - Evolution of the market is strongly influenced by regulatory frameworks in the case of some sectors in which the region is rich in capabilities and resources (such as energy and agribusiness). - Entrepreneurship primarily based on self-employment. - Access restrictions to credit for the productive sectors due to the current economic crisis. - Strong competition in global markets coupled with the incorporation of emerging economies. - Increased capacity of entrepreneurship in emerging countries. - Strong domestic and international competition in attracting investment and business projects. 	<p>OPPORTUNITIES</p> <ul style="list-style-type: none"> - Only Spanish less developed region in the coming European Multiannual Financial Framework and Cohesion Policy 2014-2020. - Increase of business efficiency in traditional sectors. - Comparative recent growth in population with higher education. - The productive sectors in the region (food and agriculture, energy), are in line with the major challenge of the planet and the Europe 2020 strategy, and therefore, offer significant potential for entrepreneurship based on local resources and capacities. - Potential position in the global tourism sector for quality of life, health and wellbeing. - International cooperation for development as a source of entrepreneurship. - Europe and international context are prioritizing other forms of entrepreneurship such as CSR actions, and Inclusive Social Entrepreneurship. - NearShore for attracting investment to develop software in Extremadura. - Increasing networking among administration, intermediaries and citizenship models and policies to promote entrepreneurship. - Strong capacity to develop intensive innovation sectors.

3. Governance and partnership

Governance is one of the main keys to success both in the process of European integration and the development of policy development. Following this philosophy, are designed and implemented the totality of public policy at the strategic level in the region of Extremadura.

Regarding the execution of activities during the EER year, coinciding with its action plans and strategy reference, RIS3, has a model of open and inclusive governance, the participation of all the key stakeholders in the region has been secured, including society as a whole and experts from within and from outside it, thus guaranteeing the adoption of a joint, consensual vision of the economic transformation that we intend to articulate with the EER Action Plan.

In this sense, governance in the Extremadura EER Action Plan is not understood as a set of formal rules to be implemented by institutions, but rather as a collective process between public and private agents, actively, involved in the design, implementation, monitoring and review of this Action Plan.

The inclusion of the EER Action Plan in the process of ensuring the own governance of the RIS3 Strategy of Extremadura will allow to carry out this participatory governance model with the constant participation of citizens in general, and stakeholders in particular, using a "bottom-up" approach in which the identification of the starting situation and the actions to be undertaken in response to the views of all key actors in the region, who have supported the candidature sending their letters support.

The structure of the governance process in the EER year will be part of the proceedings of governance of the RIS3 Strategy and has the following main instruments:

- **Technical Committee.** Formed by representatives of the regional government and other entities in the region, this body will be responsible for developing global strategy and exercise its political leadership.
- **Management Team.** Composed of regional government staff and other supporting organizations, this team will exercise leadership management activities, ensuring the coordination of the governance process and compliance with various actions.
- **Key agents quadruple helix:** in order to achieve the maximum exploitation of human, intellectual, business and social capital of the region in the development of the strategy, it has advanced on the traditional model of triple helix to move to a model quadruple helix more inclusive and comprehensive.

The governance system put in place caters to the peculiarities of the region and has the objective of guaranteeing the maximum participation of the different stakeholders involved in the elaboration of the Strategy. With this governance model ensures a collaborative leadership.

4. Action plan

PREPARATION PHASE: THE ECOSYSTEM

For many years our region has been committed with entrepreneurship and business development as one of the pillars of its growth and convergence with other European regions. Extremadura has always taken into account the directives of the European Commission in this area and has adapted them to its territory, which is wide and mainly rural. The design of our policies has been inspired of course by the SBA and the Entrepreneurship 2020 Action Plan, among other references.

That for Extremadura has built a real ecosystem to support entrepreneurship and companies and being chosen EER 17 would be an incomparable framework to boost these initiatives. At the moment we are focusing our action in four pillars which are undoubtedly a strong basis to welcome the EER 17 in our region: Territory-centred actions, Innovative services offer, Customization of Support, National and International connection.

TERRITORY-CENTRED ACTIONS

As we mentioned before Extremadura is a wide and mostly rural region. For this reason our regional government has created a network of Business Support Points (PAE) that are situated in the five major cities of the region. In these entities the main services demanded by the SMEs are available, from support for the drafting of business plans to the documents to set up a business, access to funding, internationalization, etc. These attend more than more 5.000 people a year. This service is in line with the 1st SBA principle.

We have also created a Mobile Business Support Point, a team which mission is to offer any type of services the SMEs are demanding without having to move to the city. Their answer is tailor-made and the team designs specifically for each county together with the main local stakeholders and business their visit. This measure is reinforced by the Integral Support Network for entrepreneurship and business which has been recently developed. The objective of the latter is to strengthen the territorial approach of the support provided by the regional government, avoid duplicated services and increase the efficiency of resources among the different entities that work at local level for business creation, as for example Local Action Groups, Chambers of Commerce, Provincial and local councils.

Innovative services offer

Entrepreneurship and business support is one of the core subjects for all European regions. However they are usually very similar in all regions and this is why we would like to highlight some initiatives we understand are especially interesting to export to other European regions for their singularity or innovative aspect. They respond to quite a lot SBA principles or recommendations of the Entrepreneurship 2020 Action Plan.

Entrepreneurship education

Extremadura is one of the Spanish regions pioneer in the design and implementation of an entrepreneurship education Plan that covers the whole compulsory education itinerary. Since 2004 our schools are offered several programmes adapted to their level (one for Primary schools, other for Secondary education, other for vocational training, and finally for University) that are linked together. This means that more than 20.000 students have had the opportunity to train their entrepreneurial skills at school and develop a project. Of

course, we also work with the teachers since they are the clue to the quality of the implementation of these programmes and this is why we offer them guidance, support and specific training (business related but also on new active teaching methodologies). Families and other relevant stakeholders are also involved, as real entrepreneurs.

Alleviating administrative burdens for SMEs

Our regional government has long been working to cut the red tape for SMEs as for example with the LINCE law (Law for boosting the setting up and consolidation of companies) or with the internal Expert Committee in which the 17 General Directorate implicated in business creation were participating. These actions reinforce the 3rd SBA principle together with an innovative project called Entrepreneurial Municipalities Network and its Extremadura Entrepreneurial Municipality Recognition. It consists of a regional certification managed through AENOR, the national agency for the certification of management systems and in charge of the development and dissemination of the UNE norms. The objective of this label is to help local councils know what are the key elements to facilitate entrepreneurship and business creation at local level and obtain a diagnosis on the points they should improve. There are three levels of certification that can be reached.

In relation with the 4th SBA Principle we can also highlight the recent creation of the regional Observatory for Administrative Simplification. Its aim is to study and analyse the procedures and red tape about setting up and consolidation of SMEs in our region in addition to design new proposals for reducing these burdens.

Public procurement

In order to facilitate the participation of SMEs in public procurement (5th SBA principle), our regional government has included the integration of social, environmental, SMEs promotion and sustainable public procurement criteria in the regional government contracts and that of its public entities. The first aim is to facilitate the access to public procurement for SMEs, which represent more than 98% of the companies in Extremadura. The tenders will be divided into lots, according to the public procurement laws, and the documentation required will be simplified. The economic offer will not be any more the unique criteria for approval and the dissemination of new tenders will be improved. Other criteria will be the enhancement of employment quality through the respect of collective agreements and occupational health and safety.

Social innovation and new funding models

One of the pioneering sectors in Europe in recent years is that of social innovation. Extremadura has developed several programmes in that field to boost this approach. The first one is related to crowdfunding and it was launched to ease the access to finance of new business projects in Extremadura. It is based on crowdfunding platforms already operating at national level. The programme was awarded a national prize for its innovative approach since for every euro the entrepreneur got through the platform, our regional government committed to give other euro.

The second programme is called **Innovation and social innovation strategy** and it focuses on the creation of an environment that enables the birth of social innovation initiatives. It explores the opportunities of development and creation of initiatives that can generate business or social value, helping them from the ideation to the materialization of the idea.

Connected Industry

Extremadura is one of the participating regions in the national initiative Connected Industry 4.0 which refers to smart factories and the use of the Internet of things in their processes. It has integrated it in its own Industrial Strategy in line with its S3.

CUSTOMISATION OF SERVICES AND SUPPORT TO ENTREPRENEURS

Undoubtedly customisation is a trend not only in the private sector but it is also entering the public one. This customisation can be reached through different means: through the segmentation of audiences, analysis of their specific needs and being flexible in our offer.

Strategy for self-employed

Our regional government is very aware of the importance of customisation of entrepreneurs' services. This is why we involve them in the (re)design of the services aimed at them. For example we have created a sectorial group in which all the associations of self-employed are represented and they are participating in the codesign of actions that we will implement to support them.

Young people

We are also taking especially into account the young people, designing mechanisms that assure a correct and adapted guidance to those willing to undertake a (Business) Project. This action is being developed under the Framework of the Gabinete de Iniciativa Joven, a regional project launched several years ago and that was a European reference for creating a whole ecosystem in the region to support young entrepreneurship.

24-hours availability

<https://extremaduraempresarial.gobex.es/oficina-virtual>

A virtual office is available 24 hours a day for Extremadura's SMEs. They have direct access to public services, to on-line procedures or to ask anything related to business creation and consolidation in which they receive an answer in 24 hours.

Adapted Financing tools

One of the main obstacles for companies is that of Financing (6th SBA principle). Extremadura has worked on a wide and flexible offer to adapt the needs of SMEs. Of course first of all there are European initiatives like the SME Initiative or the JEREMIE (our region was considered good practice for its management) but we have also implemented complementary tools to these and the traditional ones. We can mention Encuentra Capital which objective is to facilitate the access to financing for business projects. It is divided into two phases: the first one focused on tailor-made training for entrepreneurs and the second one that consists on an investment event in which public/private investors and investment network are invited.

Other regional initiative is a specific funding tool aimed at women entrepreneurs that develop their business in Extremadura. It consists on microcredits and its main characteristic is the flexibility of criteria for its granting or the facility to obtain guarantees or endorsement.

Finally, at this moment we are also working on the creation of a M€40 fund for floating assets for SMEs and of a M€8 fund for guarantees and international documentary credits.

Training and innovation

Qualification and innovation are other of the pillars that contribute to the success and growth of companies and this is the reason why our government is implementing projects like Start-up Extremadura, the SMEs Innovation Plan or customised training programmes.

The mission of **Extremadura Start-up** is to consolidate an environment that can generate, welcome and develop innovative tech-based initiatives with a high growth potential and impact on the regional development. These companies face a high level of risk at early stages and need a specific action plan. Our programme offers incubation, advanced training, community work, and global connection. 114 start-ups have already benefited from the programme and 40 more will do so in 2016.

The SMEs Innovation Plan aims at giving support to microenterprises and SMEs so that they develop technological innovation projects and/or improve their competitiveness. They are given strategic or technological consultancy services and can even hire innovation experts for their company. They can also apply for innovation checks, which can help them learn technical or R&D solutions in the excellence areas related to RIS3.

Our companies also have access to the **Office for Innovation**, an interface unit whose function is to carry out mediation between the centers and research groups of the Extremadura System of Science, Technology and Innovation (SECTI) and businesses, and its core mission remains to give dynamism and foster relationships among them.

Internationalisation

Business internationalisation policies are divided into three main services, one dealing with international promotion of new companies, the second are tailor-made action plans and the last one seeks business cooperation at international level. These actions have proved their efficiency since the rate of regional product export has been increased in 8.3% between 2014 and 2015.

NATIONAL AND INTERNATIONAL CONNECTION

The geographical situation of Extremadura in southwest of Europe could be an obstacle to boost its national and European connection. However in the last few years a great effort has been done to position our region in the European entrepreneurship map. Our office in Brussels together with the European project office in Extremadura or some projects like the Gabinete de Iniciativa Joven or the agency Fundecyt have contributed to positioning our region abroad.

Extremadura is moreover part of the EUROACE Euroregion, an association integrated by the Portuguese regions Alentejo and Centro and ours that was created in 2009. Taking advantage of this incomparable collaboration framework our region takes actively part in programmes like the Spanish-Portuguese cooperation call Interreg VA.

National connections in relation to entrepreneurship

Extremadura is very active in the ADR Forum, a national association aimed at providing quality services to companies and entrepreneurs. Moreover, our region will be participating in the next four years in a national project related to women entrepreneurship, the DANA project and aimed at improving the access to entrepreneurship to women.

European networks

For many years now Extremadura has been part of the Europe Enterprise Network and since 2013 it acts as intermediary organisation of Erasmus for Young Entrepreneurs programme. It is also participating in ERRIN

(European Regions Research and Innovation Network) and in EURADA (European Association of Development Agencies). It has recently acceded to the initiative Start-up Europe to boost its business environment for ICT companies. Extremadura also belongs to the Association of European Border Regions and actively participates in the workgroup related to entrepreneurship.

European projects

At the moment Extremadura is waiting for the approval of several Interreg IVC projects related to entrepreneurship and business competitiveness and preparing an Interreg V Sudoe that deals with social entrepreneurship since it has been one of the selected proposal on the first evaluation phase. Between 2016 and 2019 our region will also be involved in an Interreg Europe project aimed at improving SMEs competitiveness through cutting the red tape.

OUR PROGRAMME FOR 2017

Most of the actions that are being developed in Extremadura dealing with entrepreneurship would be even more reinforced in case our region was recognised as EER17 and of course would continue even after. We cannot understand other approach for this application. For us the Prize would help us reach a lot visibility at European level and connect ourselves better to other regions but the services and projects we put in place respond to specific needs we have detected in our region so they have to be sustainable.

We believe that EER17 programme has to be innovative and attractive. This is why we have structured our proposal on four contents that corresponds to the four elements (Air, Water, Fire and Earth) that can also be used to organize the phases of any creative process.

AIR (Idea generation, Production)

This element is maybe one the better known when we talk about creativity and has to do with any idea generation. We will use it for the launching of new projects during 2017.

We strongly believe that the basis of an efficient public administration has to do with its capacity to offer innovative answers that adapt to the needs of its citizenship. This will be the cornerstone of our internal work in 2017 and we will launch our Public Innovation Lab with the aim of boosting intrapreneurship inside our institutions and design innovative services. That for we will put in place a strategy to identify intrapreneurs and will develop a specific training plan for them and those agents working on the territory. Moreover every regional Ministry will organise internal workgroup with the aim of developing new tools and services for our citizens. Final users of these services will be involved following the design thinking methodology so that from the beginning these services are more innovative and adapted.

FIRE (Motivation, Desire)

Emotions, passion and the desire of creation have to be present in the creative process. We want EER17 to be the year of entrepreneurship in our region and to transmit the passion to struggle for a personal project or idea. On our side we aim at doing things better, give improved answers to our citizens and be more cost efficient on our services. Our actions will follow a triple perspective that is at the core centre of our actions.

- 1.- Territorial approach: we will take the celebration of EER17 to every village of our region because we entrepreneurship can happen anywhere and we want every service to be available for all our citizens.
- 2.- Connection: we strongly believe in Europe and we definitely want to be part of it, more and more. We need to be highly connected to Europe because we have a lot to share and of course to receive. So our will for 2017 is to be even better related to other European regions and better our positioning to be able to participate in even more European projects to enrich our regional entrepreneurship strategy.
- 3.- Finally there is no doubt that we love our job. We love representing our citizens and put in place new services or improve others so that we all live better. This is why we strongly defend a responsible and sustainable use of our public resources and defend ethic policies.

EARTH (Concrete actions, Implementation)

Under this element we will develop all the new actions we plan to launch during 2017 and that we believe could be of interest for other European regions. This will be the most tangible part of the EER17.

Raising awareness

Our entrepreneurship education programmes will go on in 2017, trying to reach more schools and students, and we plan to launch a new pilot programme for upper secondary education. This programme will especially focus on the previous training for teachers (three months) and will be based on educational coaching methodology. The second part of it will be the implementation of the programme in itself with the students who will train their entrepreneurial skills through the development of real projects thanks to the methodology of design thinking. At this moment (2016) the pilot programme is being co-designed with teachers in order to reach a better connection with the curriculum.

Another new programme will be dedicated to university students and young graduates and they will receive an innovative training that will combine general business training, individual grants for training specialization, experiential group travels to connect them with pioneer national initiatives, mentoring, individual coaching, access to funding, etc.

Out of schools and in order to raise the awareness of our society on the importance of entrepreneurship and the role entrepreneurs play in our economy nowadays, we will organize the Entrepreneurship Month in the whole region during which all the local agents of the region, schools participating in our entrepreneurship programmes and other local entities will also collaborate in it.

New business support programmes

We will launch new **grants for SMEs competitiveness** (Product design, process improvement) so that companies are able to make a diagnosis of their needs and have the necessary resources and guidance. Creativity professionals will be connected to traditional companies and both groups will benefit from the vision of each other to boost their competitiveness.

We will develop a **top business management training** aimed at businessmen and women of the region in order to boost the competitiveness of their companies. We also will launch a **new project to respond to 2nd SBA principle** giving a new opportunity to entrepreneurs of more than 45-years old who have gone bankrupted. They will receive training, mentoring and individual support through coaching methodology since one of the objectives is that they recover their self-esteem.

In order to improve the access of SMEs to financing we will launch a **management unit of public/private funds for technological projects**. The **one-stop investment office** (VUI in Spanish) will begin to operate in 2017. Its purpose is to facilitate the funding of internationalisation for SMEs and the establishment of foreign companies in Extremadura. The VUI will give information on the tools and financing possibilities for the internationalisation of companies and also advice on how to use them. Other relevant project will be that of **Invest Extremadura** in which the regional government will make available more than 2 millions square meters of industrial land already totally equipped.

In the field of business Research, Development and Innovation we will publish a **new grant for companies to develop individual R&D projects** or in collaboration with technological centres or other companies. Finally we will include in all our regional contracts **the 'public procurement of innovative technology' and 'pre-commercial public procurement'** to reinforce our innovation policies.

Boost European connections

As part of the Euroregion our government is committed to developing **the Portugal Plan**, concretely on its areas "More competitiveness: a smart economy based on Science, Technology and Innovation, integrated in international markets and maximising its natural and cultural resources". This area is directly related to our RIS3.

Under this umbrella and that of EER 17 we will create the **crossborder Business Support Point** in Badajoz which will offer services of Business creation, procedures, training and incubation of new business ideas with a crossborder scope. We will also **improve our presence and visibility at European level through European projects** we are already implementing (Interregs, COSME, CIT, H2020, Erasmus+, etc) and will organize all the intraconsortium meetings we can in Extremadura so that our partners know our actions under EER17.

WATER (Evaluation)

The last element is that of water and it is related to evaluation. Any project, methodology, approach can be improved and our objective for EER 17 is to assess all our programmes as we usually do. We will use the evaluation process of the RIS3 and part of its indicators to measure the impact of EER 17, since it matches to the intermediate evaluation that was planned in the strategy. All the actions integrated in it will continue until 2020 so it guarantees we will maintain them at least until that date.

Among the S3 we have selected the most relevant indicators to be measured under EER17:

1.- Creation of the Public Innovation Lab which is in line with the LI1 of S3 "Creation of an open and innovative public administration". It will be measured thanks to the following indicators:

- Number of TIC implementation projects in public administration

Objective: 30 projects in 2018 and 40 projects in 2020.

- Number of new or improved public services through the integration of open government actions

Objective: 15 services in 2018 and 40 projects in 2020.

2. The results of our entrepreneurship education programmes and awareness will be measured through the regional entrepreneurial activity rate.

Objective: in 2011 it was 6,06%. In 2018 we expect an 8% and 9% for 2020.

3. The results of our grants for competitiveness will be evaluated through the number of innovative and competitive companies in the region (LE2 of S3), that is through the measuring of the percentage of innovative companies out of the total number of companies (2011: 22,15%. Aim: 24% in 2018 and 25% in 2020).

4. With regards to the European connection, we will take into account the indicator of economic openness (LC3 in the S3). The estimation is 0.25 in 2018 and 0.3 in 2020.

COOPERATION WITH OTHER ENTREPRENEURIAL EUROPEAN REGIONS

We will initiate cooperation actions with other Spanish regions that have already been awarded the EER in the framework of our participation in the Foro ADR. With the EER at European level we will invite them to the launching event in Brussels and propose them a twinning strategy.

5. Communication plan

The success and impact of the EER17 will largely depend on the planned dissemination activities. In order to guarantee a strategic planning and an efficient management of the dissemination activities and tools from the beginning the strategy will be developed accordingly to the four pillars of the EER17: AIR, FIRE, EARTH AND WATER.

Here's a list of the planned dissemination activities for EER17:

- **Call "Regional ambassadors for Extremadura EER 17" (End of 2016)**

The aim of this call will be to share the regional award with 4 entrepreneurs of the region who better represent the four elements chosen for EER 17.

- AIR Award: to the entrepreneur who has been able to generate the most attractive product and can reach a best impact at European level.
- EARTH Award: to the entrepreneur who has created a singular company highly linked to our territory (based on the use of endogenous resources).
- FIRE Award: to the entrepreneur who is a referent for his/her motivation, perseverance and life commitment to his/her company.
- WATER Award: to the social entrepreneur whose initiative has had social impact and has given an answer to social challenges of our region.

- **"International ambassadors - Extremadura EER 17"**

These four people will be relevant international experts related to the arts, culture and business sectors and committed with the dissemination of entrepreneurship as an engine for change. Their selfless support will be a key element for the global reach of the award. These ambassadors will also be linked to the four elements of the Action Plan.

- AIR: this ambassador has to be a reference in the field of creativity linked to entrepreneurship.
- EARTH: this ambassador could be for example a serial entrepreneur, renown for his/her level of project implementation.
- FIRE: this ambassador has to be an international example for his/her motivation capacity
- WATER: a well-known entrepreneur for his/her leadership in the field of social entrepreneurship and innovation.

The unique stories of the 4 Regional Ambassadors and the 4 International Ambassadors of Extremadura EER17 will be the perfect vehicle to reach the "customisation of the award", the contact with its citizens. They will be the basis to build the social message of the year and their experiences will be the leitmotif of a specific promotional video and the social media strategy.

- **Official launching of EER17** (January 2017) at regional level in the Extremadura Assembly. All the Stakeholders (regional, national and international) who have given their support to the EER 17 will be invited. Their role will be to disseminate the EER 17 in the territory as they are part of the regional entrepreneurship support network.
- **Official launching in the Committee of the Regions in Brussels: awards ceremony for Regional and International Ambassadors Extremadura EER 17**

- Representatives from other European regions (especially those of previous EERs) will be invited to the ceremony as well as the main European support networks for entrepreneurship. In this event the awards will be given to the 8 Ambassadors and the official agenda of the Year and the dissemination video presented to society, and the specific webpage, social media (FB, Twitter, Instagram and Youtube) launched.
- **Signature of twinning protocol with other EERs (previous ones and EER 17)**
- **Specific campaign with entrepreneurship influencers, at European level**, related to different sectors like technology, marketing, coaching, business Management, entrepreneurship education, social entrepreneurship and innovation, finances and investment or social media.
- **Active participation in two reference International events related to entrepreneurship:**
 - [Spain Startup South Summit](#): one of the leading startups conferences in Europe aimed to prove to the world the talent, the innovation and the opportunities from the South.
 - [Capital on Stage in London](#), The global and unconventional funding conference where investors pitch to startups, and founders pick investors they want to meet.
- **Design of a specific action related to entrepreneurship in the framework of the Open Days** in Brussels in October 2017.
- **Global Entrepreneurship Week**: We will propose to the organizers of the [Global Entrepreneurship Week](#), international series of startup events that aim to inspire entrepreneurial spirit globally to include the Entrepreneurship Month EER 17 in the agenda.
- **Local dissemination**: we will be permanently in touch with local and regional media to share with them all the content of EER 17, through interviews, specific reports and press releases.
- **Regional events** to improve the visibility of the EER 17 in the territory and to disseminate locally the EU and Committee of the Regions policies, such as the Cooperation and Business investment Forum or the Entrepreneurship Education Event.
- Organisation of territorial roundtables related to the Action Plan EER 17.
- **Use of the EER 17 label** in all the regional government actions in 2017 related to entrepreneurship. The label will also be disseminated to other regional entities linked to entrepreneurship. .

Please submit your application for the EER 2017 label in electronic format (Word document or PDF) in English to: eer-cdr@cor.europa.eu. Please include a **declaration of political commitment** from the competent political authority. Further letters of support may

be added to your application. For a full list of **assessment criteria** applied by the jury,
please consult the call for applications.

Deadline for applications: 18 March 2016