



**European Committee
of the Regions**

Unit C.2 – Commission for Economic
Policy (ECON), Europe 2020
Monitoring Platform, EER

Application Form



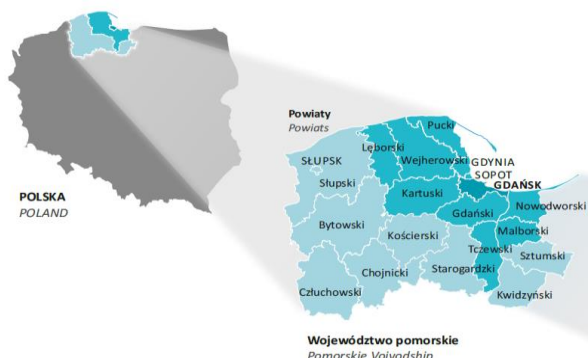
European Entrepreneurial Region

European Entrepreneurial Region Award

2020

GDAŃSK and POMORSKIE REGION

1. Fact sheet



General information

Name of the territory	GDAŃSK and POMORSKIE REGION
Date of application	26/03/2019
Political endorsement	<p>The application is supported by:</p> <ol style="list-style-type: none"> 1. Aleksandra Dulkiewicz, Mayor of the City of Gdańsk (signatory of application) 2. Mieczysław Struk, Marshal of the Pomorskie Voivodeship (signatory of application) 3. Janusz Lewandowski, Member of the European Parliament (Pomorskie Region) (attached letter of endorsement) 4. Jarosław Wałęsa, Member of the European Parliament (Pomorskie Region) (attached letter of endorsement) 5. Representatives of local governments, business and academic milieu (see the attached letters of endorsement)

GDAŃSK

Regional data

NUTS code	PL633	GDP/inhabitant (year)	70 306 zł (2016)*
Population	464 254 (2017)	GDP growth rate (year)	5.6% (2016)*
Area in km ²	262 km²	Unemployment rate (year)	2.6% (2018)*
Cohesion Policy category	<input type="checkbox"/> More developed region <input type="checkbox"/> Transition region <input type="checkbox"/> Less developed region		

*data for the Tricity (a metropolitan area consisting of three adjacent cities: Gdańsk, Gdynia and Sopot)

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POMORSKIE REGION

Regional data

NUTS code	PL63	GDP/inhabitant (year)	46 913 zł (2016)
Population	2 285 800	GDP growth rate (year)	4.3% (2016)
Area in km ²	18,321 km²	Unemployment rate (year)	4.9% (2018)
Cohesion Policy category	<input type="checkbox"/> More developed region <input type="checkbox"/> Transition region <input checked="" type="checkbox"/> Less developed region		

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The territorial EER strategy in a nutshell

The motto of **freedom, solidarity, equality and openness**, so often associated with Gdańsk, stands for so much more than lofty ideals - it is based on concrete growth-promoting activities. As part of their vision, Gdańsk and the Pomorskie Region want to attract and concentrate the most valuable assets – people who are proud of their legacy, mutually supportive, open, creative, investing in their development and shaping together their future, regardless of their sex, age, origin, religion, disability or sexual orientation. As the region's capital and its largest social and economic centre, Gdańsk exerts a powerful impact on the whole Region, shaping the trends and direction of actions undertaken in the area.

The growing labour market shortages resulting from demographic changes and population ageing pose an increasingly serious challenge to the growth of European economy. It is estimated that by 2025 Poland will have a shortage of nearly 2 million employees.

For this reason, the recruitment and development of varied human resources and investing in entrepreneurship, on which the 2020 Development Strategy for Gdańsk and the Pomorskie Voivodeship is based, focus on **attracting, developing and retaining talents, nurturing start-ups and supporting SMEs, as well as providing business education to young people**, who will soon find employment with Gdańsk's and region's businesses. The Gdańsk and Pomorskie region supports each stage of entrepreneurship development: from educating, boosting pro-entrepreneurship stances, assisting in the formation of new businesses to providing support for business development, increasing innovation potential of companies and stimulating cooperation and expansion to new foreign markets, all of which are the staples of the Action Plan for the Development of Entrepreneurship 2020.

How did you learn about the EER 2020 call?	<input type="checkbox"/> CoR website	<input type="checkbox"/> E-mail announcement from the CoR
	<input type="checkbox"/> EWRC	<input checked="" 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

The last fifteen years have marked a breakthrough in the growth of Gdańsk and the Pomorskie Voivodeship. After the stagnation and regression that characterised the 1980s and the difficult years of political system transformation that brought us from centrally-planned economy to free market economy, the year 2004 permanently changed the recent history of our country. Poland's accession to the EU represented a major breakthrough for both Gdańsk and the region. The opening of borders, free movement of goods, services and people, as well as European funds have made many investments possible and provided an impulse that prompted economic development which doubled the region's GDP in the years 2004-2018 (PLN 52,605 mln in 2004 as compared to PLN 116,034 mln in 2017 in the Pomorskie Voivodeship) and translated into a steady decrease of the unemployment rate in the years 2004-2018 (the rate dropped from 11.5% to 2.6% in Gdańsk and from 21.4% to 4.9% in the Pomorskie Region). The decrease in the unemployment rate has been accompanied by significant re-employment dynamics, with more unemployed returning to the labour market than in other European countries or the rest of Poland.

The strong leading position of Gdańsk and the region has been proven by the high scores in different national and international rankings:

- ✓ Gdańsk - a great place to live and work, a comparison survey conducted by Kantar Millward Brown (assessment of the development of 18 largest cities in Poland) [2017],
- ✓ Grand Prix award for the diversified development and smart planning of urban space, the "Leader of sustainable space management" competition organised by the Association of Polish Cities [2016],
- ✓ Gdańsk took the 1st place in Europe [2017] and 5th place globally in TripAdvisor's "Top Destinations on the Rise" ranking [2018],
- ✓ The region took the 2nd place in the entrepreneurship ranking of the Polish Agency for Enterprise Development [2017],
- ✓ The region ranked second in the "Report on the situation of micro- and small enterprises in Poland 2017", prepared by Bank Pekao S.A. [2017],
- ✓ 3rd place in the innovation ranking of Polish regions (Millennium Index 2018 - Regional Innovation Potential) [2018], 2nd place for Gdańsk in the "European Best Destination" 2017 survey,
- ✓ 4th place (out of 125) in the "Best-Performing Large Cities in Europe" ranking [2017] of the American Milken Institute;
- ✓ Gdańsk Immigrant Integration Model won the "Innovation in Politics" competition organized by the Innovation in Politics Institute GmbH [2018],
- ✓ Gdańsk as the best Polish commune in a survey conducted by the Warsaw School of Economics, the biggest university of economics in Poland [2018],
- ✓ In 2018 Gdańsk was awarded the "Pearl of Self Government" award, ranking first in the competition for best communes and commune administrators, organized by Dziennik Gazeta Prawna, a Polish daily.

The excellent economic and social performance of the city and region are the outcome of a consistently implemented and compatible developmental strategies based on profound analyses and extensive public consultations. The SWOT analysis presented below is based on strategic documents and takes into account the context of the action plan for the EER GDAŃSK AND POMORSKIE REGION 2020.

SWOT ANALYSIS	
Strengths	Weaknesses
<ul style="list-style-type: none"> • attractive, very well communicated, seaside location, excellent for business • high quality of life • active international cooperation • high-potential human capital: population of 2.3 mln (1.4 people of working age), of which Gdańsk has 464.2 thousand (274.7 thousand) • strong academic and research base - 24 higher education institutions (13 in Gdańsk), 79 thousand students (68.3 thousand in Gdańsk), with a high STEM students rate, • considerable potential of Pomeranian B+R organisations • well-developed infrastructure • beneficial and diverse sectoral structure of the economy that stabilizes its development • low unemployment rate – Gdańsk 2.6, Pomorskie Voivodeship 4.9 • high export potential of Pomeranian companies • strong regional identity and touristic attractiveness • Immigrant Integration Model 	<ul style="list-style-type: none"> • the national education system fails to support entrepreneurship and modern competences and hampers creativity in young people • insufficient compatibility between education and the needs of economy, entrepreneurs have little impact on the syllabuses of schools and universities • the supply of workforce is not sufficient to meet the needs of the labour market • little awareness of the benefits of diversity • company outlays on innovation and staff development are too low • inadequate sources of business funding • cooperation between the academia and business is not efficient • limited internationalization of the economy resulting from, among others, poorly-developed system of specialist support for companies, especially outside Gdańsk

<ul style="list-style-type: none"> • Equal Treatment Model • Regional immigration policy action team • The Pomorskie region as a leader in the effective use of EU funds 	<ul style="list-style-type: none"> • insufficient use of Gdańsk's strong brand to build a recognisable regional brand • insufficient support systems for attracting and retaining talents • Gdańsk draws talents from the region
Opportunities	Threats
<ul style="list-style-type: none"> • increased activity of external investors • increased innovativeness and export activities of Pomeranian companies • growing potential of Pomorskie Smart Specialization companies, especially in the marine and logistics sectors and ICT • development of industry 4.0 • cluster development • well-thought out and considerate migration policy aiming to strengthen the human potential in the region • more active connection to Baltic States, taking advantage of their experience in talent acquisition, knowledge exchange and innovation development • growing attractiveness of the country, city and region as a living and working destination 	<ul style="list-style-type: none"> • growing competition from other cities and regions • administrative and legal barriers to business development, changeability of law, excessive formality of procedures for sourcing of funding • instability of the global economy, greater caution and conservatism of domestic and international investors • declining political and social support of migration • limited options to finance investments and public tasks by local government units • increasing limitation of authority of local governments • ageing society

Once defined and diagnosed, the strengths, weaknesses, opportunities and threats determine the challenges faced by local governments in the city and region. To meet these challenges, developmental strategies have been prepared based on the Small Business Act and Europe 2020 strategy which define the main directions and trends in supporting entrepreneurship. [Gdańsk 2030 Plus Development strategy](#), comprises a vision of Gdańsk as an **INNOVATIVE AND ENTERPRISING** city, promoting an environment that supports pro-entrepreneurship and creative stances, ensuring effective and comprehensive support to Gdańsk's businesses and organisations, valuing the growth of innovation and competitiveness of businesses and fostering international expansion of the city's companies and organisations

[Pomorskie Voivodeship Development Strategy 2020](#) presents Pomorskie as a region of INNOVATIVE ECONOMY, attractive for domestic entrepreneurs, external investors, tourists, scholars, researchers and students; economy that takes advantage of the region's unique characteristics, including its seaside location; economy based on creativity, cooperation networks and friendly business environment, where the R&D sector meets the needs of businesses; economy tapping into the international flow of information, knowledge and economic cooperation. The above objectives were defined in the "*Pomeranian Port of Creativity*" *Regional Strategic Programme for Economic Development* and they focus on: promotion of innovation in business and transfer of knowledge to economy, concentration of resources supporting smart regional specialisation using clusters as a tool, strengthening of external links and connections of the regional economy, professionalisation of businesses and adaptation of education to the labour market requirements. On the other hand, The strategies are compatible, creating a **cohesive regional policy** for supporting and developing entrepreneurship.

What distinguishes Gdańsk and the Pomorskie Voivodeship from other Polish cities and regions is its pioneering vision for the building of diversified human resources based on openness to migrants, which is rooted in the Hanseatic traditions of Gdańsk whose economic greatness was built by merchants coming from different parts of Europe. The awareness of the added value of diversity and its enormous potential for boosting economic and social growth is what makes Gdańsk and the Pomorskie Region stand out, it is a genius loci of this region. What's important is that this awareness is shared by all sectors and milieus: local administration, businesses, academia and social organisations. The immigrant integration and the equal treatment models, first of their kind in Poland, constitute a practical implementation of this vision.

For this reason, the specific **EER GDAŃSK and POMORSKIE REGION 2020** plan (described in section 4 of the application) focuses on activities aiming to **attract, develop and retain talents (including from abroad) through education of enterprising young people, support and development of start-ups and SMEs.**

3. Governance and partnership

The *Gdańsk 2030 Plus Development Strategy* and the *Pomorskie Voivodeship Development Strategy 2020* have been based on the **quadruple helix model** in cooperation with stakeholders from the sectors of administration, business, academia and NGOs. Operational programmes are used as the tool for implementing the municipal and regional strategies. The same model was used to build management structures for all operational programmes, including those dedicated to supporting and developing entrepreneurship. The systems for managing, implementing and monitoring developmental strategies created in Gdańsk and the Pomorskie Region are assessed as the most effective in Poland (Gdańsk and Pomorskie lead in the effective use of EU funding). The quadruple helix model calling for the involvement of local governments, businesses, NGOs and institutions of higher education, has also been used to build the team responsible for preparing this application and for implementing and monitoring the objectives connected with EER 2020. This team structure (GDAŃSK and POMORSKIE EER 2020 TEAM) not only ensures the involvement of an extensive group of public representatives in the implementation of EER 2020 objectives but also guarantees that the team's activities will be integrated with the above-mentioned systems for managing the municipal and regional strategies. Inclusion of representatives of the different structures responsible for managing the regional and municipal entrepreneurship development strategy in the GDAŃSK and POMORSKIE EER 2020 TEAM, will make it possible to establish a link between the activities undertaken and national-level actions: dedicated national programmes and EU funding. The GDAŃSK and POMORSKIE EER 2020 TEAM will meet at least once every quarter; implementation progress will be presented and consulted at regular meetings of the teams entrusted with managing the relevant strategies and operational programmes.

The participation of numerous stakeholders in the process of application and its implementation is supported by letters of endorsement issued by Gdańsk and Pomeranian institutions (the letters are attached to this application), many of which are members of the Pomeranian Entrepreneurship Council, a unique consultation and advisory body which provides a forum for discussions and consultations concerning the economic and social development of the metropolitan area of Gdańsk and the whole region.

The structure and relationships within the management system are presented in the attached diagram (*Attachment no 1*).

Gdańsk and Pomorskie specialise in **multi-dimensional supranational cooperation** that directly affects the trends in the city's and the region's development. This involves both bilateral cooperation with partner cities and regions (Bremen, Kalmar, Marseilles, Nice, Sefton, Astana, Odessa, Saint Petersburg, Vilnius, Barcelona, Ghent, Novopolotsk, Palermo and Rouen, Mecklenburg – Vorpommern, Schleswig – Holstein, Kaliningrad Oblast, Kronoberg, Blekinge, Storströms Amtskommune, Vilnius District Municipality, Akershus, Limousin, Upper Normandy, Middle Frankonia, North Holland, Odessa Oblast, Trabzon, Shanghai, Municipality, South Gyeongsang Province), initiatives and cooperation developed in the Baltic Sea region (Gdańsk was the organiser of [Baltic Development Forum](#) - 2011, [EUSBSR Forum](#) - 2011 and 2019), as well as extensive pan-European cooperation. Noticing the need for regional integration, improvement of knowledge and acquisition of partners for joint initiatives, already in early 1990s Gdańsk co-founded the [Union of the Baltic Cities](#), that exerts a tangible impact on the economic development of the Baltic macro-region. The Union has around 100 member cities and its general secretariat is also based in Gdańsk. Moreover, in 2011, upon the initiative of the late Paweł Adamowicz, then the City Mayor, the [Gdańsk-Gdynia-Sopot Metropolitan Area](#) association was formed to tighten the cooperation and sustainable development of the whole metropolitan area surrounding Gdańsk through the optimal use of the potential of its cities, towns and communes (currently, the Association comprises 57 local government units).

Through the Pomorskie Regional Office in Brussels (forming part of the [“Pomerania in the European Union” Association](#)), Gdańsk and Pomorskie contribute actively to major European events organised by the Committee of the Regions and the European Commission, for example by participating in the European Week of Regions and Cities (including in partnership with EER-winning regions such as **Gelderland - Netherlands** (2015)) and EU Energy Sustainable Week or Green Week. Since 2016, the Brussels Office has been operating a pilot programme to promote the participation of Pomeranian entrepreneurs in community programmes (Horizon 2020, COSME), encouraging active networking as part of the existing European cooperation platforms. Some of the activities are effected through the Brussels-based European Regions Research and Innovation Network ([ERRIN](#)) and involve, inter alia, the sharing of good practices for supporting entrepreneurship with EER award winning regions: **Lombardia – Italy** (2016), **Małopolska – Poland** (2016). All these experiences in supra-national cooperation, drawing on the execution of numerous community projects and the involvement of Pomeranian representatives in the Committee of the Regions (the late Mayor Paweł Adamowicz - member of the Committee of the Regions until January 2019, Marshal Mieczysław Struk - member of the Committee by 2010) allow the city and the region to build consciously the **European added value**.

4. Action plan

The actions undertaken by **EER GDAŃSK and POMORSKIE REGION 2020** are aimed at **creating conditions** to support the development of businesses. They are designed to cater for the specific needs of newly emerged start-ups as well as to provide targeted assistance to existing companies, including small and medium businesses operating in the traditional sectors. Much attention has been paid to developing cooperation between companies and the business milieu, including other businesses. It is an area of great potential which, once unlocked, could have a positive effect on the conditions of conducting business activity. The plan also focuses on enhancing innovation skills and creativity of Gdańsk-based companies. It creates conditions ensuring that the entities operating in the most advanced and innovative sectors are adequately supported in introducing novel and constructive solutions to the market. At the same time, it supports networking to improve the transfer of knowledge between the economy and research institutions and, as a result, to increase the commercialisation of research results. One of the objectives included in the plan is to develop an offer that will make it easier for enterprises to expand into foreign markets. Education plays a crucial role in creating an environment that will support company development and innovation – it's essential that education shapes views and competences promoting the development of creative economy and that it meets the needs of the local labour market. Some of the measures are dedicated to the social economy sector.

The greatest challenge facing the region is the acquisition of human capital - attraction, development and retention of talents, particularly talents from abroad, that could be the new driving force strengthening the regional personnel. Recognising the potential of labour migration and of culturally-diverse society, Gdańsk is the only Polish city to have adopted the **Immigrant Integration Model** to improve the situation of immigrants on the labour market by launching extensive information, education and advisory services addressed to employers, labour market organisations and immigrants. At the same time, to counteract discrimination of local population due to age, health, sex, origin, nationality, their attitude to religion and sexual orientation, Gdańsk has adopted the **Equal Treatment Model**. Moreover, a **regional immigration policy action team** was appointed at the regional level.

The principles underlying the models comprehensively support the objectives of the EER GDAŃSK and POMORSKIE REGION 2020, ensuring that each individual may feel respected in a friendly and safe region and city.

The execution of the **EER GDAŃSK and POMORSKIE REGION 2020 action plan** focuses on 3 areas:

1. **entrepreneurship in education**
2. **support of start-ups (new innovative businesses)**
3. **support and development of MSEs**

Each of the areas has a set of indicators (defined below in more detail) assigned to it to monitor the outcomes of the activities undertaken; they focus on the directions of changes rather than on the determination of specific values. The indicators will illustrate what kind of activities will be monitored and will serve as “signposts” rather than targets per se. Operational planning practice shows that specifically defined values are often unreasonable or unjustified and that the increasingly dynamic changes occurring in the macro-economic environment will have a greater impact on the local social and economic development, making it more difficult to determine the correct level of individual indicators.

A close cooperation of local and regional enterprises involved in activities supporting the development of regional entrepreneurship guarantees the execution of the EER GDAŃSK and POMORSKIE REGION 2020 action plan. Both Gdańsk and the region have an extensive experience in the execution of various activities supporting and developing entrepreneurship.

I. ENTREPRENEURSHIP IN EDUCATION

Gdańsk and Pomorskie strive to be a leader in setting trends in education, educating creative, brave and independently-thinking people by supporting the development of social and enterprise skills and competences and in creating an ecosystem for young people to support their growth and development, achievement of professional ambitions in a friendly city and region.

Aware of the fact that the national system of education fails to support the formation of enterprising attitudes and to boost creativity among young people, we aim to develop a **MODEL FOR EDUCATION AND SUPPORT of Entrepreneurship AMONG YOUNG PEOPLE** by 2021 and to implement it in Gdańsk and the whole Pomorskie region. Upon the initiative of Paweł Adamowicz, the late Mayor of Gdańsk, the Gdańsk Entrepreneurial Foundation was founded to support and develop entrepreneurship and to educate about it.

As a pioneer in entrepreneurship education in the region, Gdańsk manages to inspire other cities and keeps developing new educational tools. The model in question will systematize the activities undertaken to support entrepreneurship awareness education and talent development and will prepare young people for entering the

labour market. A network will be built comprising of change leaders who will become the ambassadors for the planned activities in the years to come.

Our priority is to reach as many people and groups as possible to engage them in the process of entrepreneurship education. Schools – we want to reach them by offering staff development programmes, tools and syllabuses. Young people – this group will be supported with additional forms of education based on personal development, entrepreneurship education and business mentoring. Parents – previously left out, this group has a crucial role to play in the modern world and is increasingly pursuing knowledge and involvement in the process of education. The following core activities will be realised in 2020:

1.1. Development of an entrepreneurship education ecosystem.

The ecosystem will involve a number of regional projects supporting education of young people, talent development and preparation of young people for the labour market. The projects will complement each other and will have varying duration - school year, summer holidays; they will also involve different levels of education. Our goal is to develop a comprehensive set of tools to support teachers in conducting entrepreneurship classes, career counselling and general education classes in schools at all levels of education. In 2019, Gdańsk will publish the already worked out **“Starter Pack”**, educational materials developed to support entrepreneurship education at schools. The first edition will focus on the development of competences for the future and will enable students to self-analyse their strengths, examine their own ideas, bringing them closer to practical entrepreneurship. A publication on economic education will be developed in 2020, while materials concerning the operation of a business will be released in the subsequent years. The entrepreneurship syllabuses implemented at Polish schools will be supplemented with a unique, proprietary **“Lessons in Entrepreneurship”** project, developed in Gdańsk and Pomorskie region - it will involve practical education and working on specific ideas that might become actual business products. As part of the project, which also covers other regional cities, the teacher becomes a mentor and students - executors of business ideas. The comprehensive and coherent activities undertaken to teach entrepreneurship are complemented with innovative **Entrepreneurship Classes** organised at companies known for their success stories and setting a good example for young people (job creators), based not only in Gdańsk but also in more peripheral areas of the Pomorskie Voivodeship.

For active young people, in 2020 Gdańsk will organize the 9th edition of joint Polish-US project **Gdańsk Business Week**, a week-long intensive English-language entrepreneurship camp, that will improve their business and entrepreneurship knowledge and boost their professional motivation. Upon completion of the programme, young people will join the Alumni Poland Business Week association, as part of which they will have the opportunity to develop their soft skills all around the year. In order to encourage young people to take up jobs in the blue and green economy sectors, an international **SB Bridge** project will be realised that will have young people working with business-defined case studies concerning green building or waste management. The project will feature group work based on the design thinking method and will provide supervision of mentors from the business milieu. Participants will have a chance to test their knowledge at two competitions. At least 250 young people from Poland, Sweden, Lithuania, Denmark and Germany will participate in the project.

In turn, teachers will have the opportunity to participate in a dedicated **“Edu Lider”** programme based on the MBA model and in **“Edu Generator”** meetings developing leadership and entrepreneurship skills among people managing educational institutions. In 2020, an international education sector conference, **BeZee. Educational Trends”** will be organized, accompanied by eduShow, or education-sector fairs. The conference will focus on the new Generation Z that is in need of very quick and efficient changes in education methods.

Young talents – students of secondary schools/universities – will benefit from a **grant program** co-financed and co-executed by employers to mobilise young people to plan their future, from school to the labour market. Moreover, a **financial support programme for development of future employees** is planned to be carried out, involving cooperation between the sector of education (secondary schools, institutions of higher education) and business (employers). Due to the character of the secondary and tertiary offer, more and more companies are interested in identifying potential employees as early as possible (and “educating” them already at the secondary level), and in facilitating their further development. Employers will be offered financial support to create “patronage” classes and groups at schools and universities where individual enterprises will be looking for future employees, grant beneficiaries, interns and trainees.

To provide young people with their first job experience and, as a result, make it easier for them to find work in the future, two internship programmes will be organised in cooperation with entrepreneurs: **“Summer Internship”** - a programme of paid, at least month long internship for university students and graduates held during Summer holidays and **“Work on Your Future”** – an all-year-round internship programme addressed to students and graduates of technical secondary schools, as well as university students and graduates.

The above activities will be complemented with the following initiatives:

- ✓ **Talent Development Centre**, operated by the Gdańsk Employment Office, supporting school students, employees and job seekers in personal development and finding their own career path. A

distinguishing feature of the Centre's activities is the innovative approach to diagnosing and developing strengths of people looking for support that helps to strengthen natural talents and teaches how to manage one's own career.

- ✓ **Regional Information and Career Planning Centres** which work to support development of students and adults alike and provide professional counselling services. They also focus on improving the quality of counselling work and teaching.

1.2. Development of a support system for business incubators addressed to students and young entrepreneurs

The support system will give rise to the creation of new incubators and will provide support to the already existing ones to ensure continuous development of enterprising talents. The task of this incubators is to identify talents, develop their ideas, skills and knowledge and provide direction to students in a way that takes into account the needs of the labour market.

In 2020, Gdańsk and Pomorskie plan to **develop a support system for school and young people's business incubators**, to identify talents as part of other educational entrepreneurship-oriented activities and to incubate young people's business ideas. As part of the "Lessons in Entrepreneurship" or "Gdańsk Business Week" projects young people develop feasible business ideas but they still need support from their school (SBI - School Business Incubators) or from such organisations as the Gdańsk Business Incubator "Starter," operated by the Gdańsk Entrepreneurial Foundation (YBI - Young People's Business Incubators). Selected groups of young people receive grants in the form of professional support (training, mentoring and counselling), as well as promotional, legal and financial support.

Moreover, we are planning to launch a programme for the **Certification of Enterprising Teachers and Schools** to encourage teachers' involvement in activities that shape enterprising attitudes and support young talents. Teachers will be offered a series of training sessions that will improve their knowledge of entrepreneurship education, teach them new methods and tools compatible with the needs of the labour market and help them to implement projects addressed to schools students.

Performance indicator for measures 1.1 and 1.2	Trend
Number of students participating in programmes promoting entrepreneurship	↑
Number of students participating in programmes creating young leaders	↑
Number of people participating in training sessions and courses organised in cooperation with employers	↑

2. SUPPORT FOR START-UPS (new innovative businesses)

Gdańsk and Pomorskie support new and developing businesses, creating an innovative space for people running their own business or developing their business ideas. In accordance with the GTCI 2018 report, diversity generates innovation and drives competitiveness among countries and companies. Teams based on diversity do much better, benefiting from cooperation undertaken by people with different personalities, knowledge, experience and perspectives. Countries, regions and cities whose authorities know how to take advantage of the added value stemming from diversity, are quicker to achieve competitive advantage. For a few years now, the top positions in the ranking have been occupied by countries and cities where openness and talent attraction are the pillars of migration policy.

As part of its mission, EER GDAŃSK and POMORSKIE REGION 2020 aims to create and develop a **Start your start-up business in Gdańsk** programme within the next 2 years. Until 2020, migration policies for start-ups and a robust support system for foreign start-ups will have been developed; assistance will be provided to technological talents from Eastern Partnership states to help them to settle down in Poland. Gdańsk will strengthen its position as a leader of technological innovation and a place for development of technological talents, taking advantage of both local resources and supporting migration of technological employees.

The following activities will be realised in 2020:

2.1. Ensuring space, programmes and environment that is beneficial for the development of new businesses:

As part of EER GDAŃSK and POMORSKIE REGION 2020, the **Gdańsk Business Incubator "STARTER"**, operated by the Gdańsk Entrepreneurial Foundation, will develop and extend its operations. At the moment, the Incubator offers a working space and technical, coaching, legal and accounting assistance for newly-emerged companies, helping them to network and to take their first steps in the business world. By 2020, STARTER will have developed a comprehensive offer dedicated to foreign start-ups. To support young companies from creative

sectors, **Creative Hub**, an office space, will be made available to new entrepreneurs who will be offered a chance to rent space on preferential terms. The Hub is situated in Dolne Miasto, a Gdańsk district which is currently undergoing revitalisation. 2020 will see the continuation of the international **Clipster** pre-acceleration programme (launched in 2015) offering a co-living option, first of its kind in Poland. Selected on the basis of their applications, candidates from Poland and all over the world are invited to Gdańsk where they are provided with co-living and co-working space and are offered opportunity to participate in training courses and mentoring. Participants are able to test their business ideas in a creative, international team. Clipster won the Polish finals of the Central European Startup Awards and was named the best incubator and acceleration programme in Poland, taking the second position in Central Europe.

What distinguishes EER GDAŃSK and POMORSKIE REGION 2020 is that it sees the potential in the area of social entrepreneurship. Gdańsk has developed and tested a comprehensive support system for social innovation. The **Social Innovation Fund “INNaczej”** has been launched which provides technical, professional, infrastructural and financial (seed money) support for social innovators. Its mechanism relies on the start-up incubation methodology but has been adjusted to meet the specific needs of social innovation projects. It is expected that the Fund will result in development of a prototype of an innovative product or service that can be further developed for business, social economy and public policy purposes. The INNaczej Fund is a cyclical event organised every year. In 2020, another edition of the Fund will be held, this time complemented with a “City Challenges” module, where the city will ask inhabitants to find solutions to certain identified problems. Moreover, **Civic Centre INNaczej** will be launched, an innovative undertaking bringing together activities supporting civic engagement of Gdańsk inhabitants. This innovative approach to inspiring potential talents and looking for existing ones among social innovators will boost their motivation to be even more creative. It is also a path to practical realisation of the idea of social economy, including to meeting one of its main criteria: taking economic risk. The undertaking will offer incubation support with respect to initiatives developed by inhabitants. To improve the innovativeness of the Pomeranian economy through transfer of early innovative business ideas from abroad, **Poland Prize**, a regional pilot project has been implemented. It combines the ideas of acceleration and soft landing, with extra focus being put on preparation of foreign start-ups to operating in Poland and continuing development. The project is being executed in cooperation with municipal authorities and businesses. Due to the fact that the co-working trend, which helps to develop business communities at workplace (companies, start-ups and entrepreneurs), has been gaining momentum all around the world, in 2020 the O4 Coworking business space will host Coworking NOW, the only Polish conference dedicated to the topic of co-working. The event will aim to integrate representatives of other national and international co-working spaces, HR departments, marketing departments and to facilitate sharing of experiences and identification of areas for potential cooperation). Both the city and the region provide active support for O4 Coworking which promotes modern working methods, use of preferential and comfortable office space and expands its activities to peripheral areas, creating opportunities for local entrepreneurs to join the regional co-working network and to take advantage of the best international experiences and practices.

Since 2010 Gdańsk has been hosting the **infoShare** conference, the largest event of its type in Central and Eastern Europe. This event meets the needs of start-ups and the sector of BSS services. The conference tackles a wide array of business- and marketing-related topics, covering the current problems in innovation and technology, as well as current economy, market, new media, marketing and management trends. One of the highlights of the conference is the infoShare Startup Contest for innovative start-ups with the main award being funded by Mayor of the City of Gdańsk.

2.2. Developing a migration policy model for start-ups, offering foreign start-ups a comprehensive support in their moving to Gdańsk and in launching their start-up business.

Poland's competitive position with respect to talent attraction is still low because individual decisions on whether to stay or leave a country are more and more frequently taken on the basis of “soft” criteria, relating to the comfort of living, social climate, surroundings and personal development opportunities offered by a country, region or city to talented people. Thanks to its cultural and social appeal, openness and respect for diversity, Gdańsk can become a very attractive place for living and working. Although Gdańsk is one of the few Polish cities with relatively high internalisation, it still suffers from a shortage of institutions that would support foreign start-ups at each stage of their development. Only 25% Polish start-ups employ foreigners. For this reason, the **migration policy model for start-ups** will include such elements as assistance in starting business by foreign start-ups and attracting technological talents from abroad.

The model aims to introduce a comprehensive support model for start-ups, increasing the chances of their survival in the market by enhancing their competitiveness, which will translate into new jobs, lower unemployment rates and development of entrepreneurship in Gdańsk.

The migration policy model realised in 2020 will be as follows:

FOREIGN START-UPS	TECHNOLOGICAL TALENTS FROM ABROAD
Creation of the so-called One Stop Service where start-ups will be able to obtain exhaustive information on business incorporation in Poland, opening of branches, visa procedure, legal and tax regulations. Simplicity, transparency and user-friendliness of procedures are very important at early stages of business development when the possibility to use specialist help is limited.	Tech Visa is an initiative aiming to facilitate the process of obtaining worker visas, to help local and foreign companies operating in the technological services sector and enterprises related to STARTUP Gdańsk to employ professional and technical personnel specialising in technological services which are not available domestically.
To support this goal, the Gdańsk Employment Office launched in 2016 a department for the employment of foreigners which supports employees and foreigners who come to Gdańsk seeking jobs. The office provides access to the labour market to more than 60,000 foreigners per year. They are a very important addition to the local labour market; if not for their support, some of the sectors wouldn't be able to meet the growing demand for goods and services.	

Performance indicator for measures 2.1 and 2.2	Trend
Number of new entries in the REGON national business register per 10,000 inhabitants	↑
Unemployment rate	↓
Number of people participating in training and counselling programmes for innovative and creative businesses, including start-ups.	↑

3. SUPPORT FOR SMALL AND MEDIUM ENTERPRISES

An important element of the EER GDAŃSK and POMORSKIE REGION 2020 activities related to the acquisition, retention and **development of talents** is the creation of an efficient eco-system that will promote creation and development of Pomeranian businesses. It involves pro-investment activities, support of company internationalisation and ensuring comprehensive financial assistance with respect to their activities.

Gdańsk and Pomorskie have been developing a support system for MSEs, involving **safe and efficient investments**, mainly through provision of flexible access to real estate, adjusted to current financial situation of SMEs, and through continuous **provision of new grounds** for production, service and logistics activity in attractive locations.

These tasks are carried out by **Invest in Pomerania (liP)**, a unique initiative aiming to **support foreign investors in executing investment projects in Pomerania, including in Gdańsk**. As part of the Invest in Pomerania project, key investment land areas have been defined which, once developed, will be used for new industrial parks capable of attracting investments and generating new jobs. The tenders for provision of site utilities and infrastructure are planned to be announced in 2019-2020. Additionally, liP acts as a "one stop service", providing assistance at each stage of the investment project. In its reports on economy and entrepreneurship stimulation by local governments in Poland, OECD stated that the Pomeranian system for attracting direct investments from abroad sets an example for the rest of Poland and that the activities conducted by Invest in Pomerania are a key factor driving the development of the region. The EER GDAŃSK and POMORSKIE REGION 2020 initiative is complemented by a "**Live more. Pomerania**" programme, launched as part of liP whose aim it is to **attract talents from other regions and from abroad to the Pomorskie Voivodeship** <https://livemorepomerania.com/>. By the end of 2020, promotional campaigns will have been executed as part of "Live More. Pomerania", supporting the mature and diversity-oriented migration policy of Gdańsk and the Pomorskie Voivodeship, showing that the city and the region are the most attractive location for living, working and studying. **Gdańsk Agency for Economic Development (INvestGDA)** is a Gdańsk-based organisation which provides extensive investment and post-investment support. Along with a several other partners, it comprises the regional investor support network of Invest in Pomerania.

For many years now, Pomorskie has been consistently building a system of repayable assistance for SMEs. Drawing on the excellent experience acquired in the course of the implementation of the JESSICA and JEREMIE initiatives in the period 2007-2013, the Pomorskie Voivodeship has decided to allocate some of its ROP PV 2014-2020 funds for repayable financial instruments in the areas of entrepreneurship, revitalisation and the power industry. Financing will be provided in the form of loans (e.g. employment-related loans, micro-loans),

guarantees and capital input. Financial resources earmarked for this goal amount to more than PLN 692 mln. The **Pomerania Development Fund** is a unique organisation, first of its kind in Poland, which carries out regional tasks and manages assets comprising of, *inter alia*, contributions into the Regional Operational Programme for the Pomorskie Voivodeship 2007-2013 for financial engineering instruments. The **Pomeranian Loan Fund**, operating in the region since 2004, is an organisation whose priority it is to support micro-, small and medium enterprises and NGOs by providing them with access to low-interest loans. Loans for development of businesses (e.g. innovation loans, micro-loans for employment, investment loans) and NGOs are financed from the funds of local governments, state budget and European Union. Entrepreneurs can also benefit from guarantees provided by the **Pomeranian Regional Loan Guarantee Fund**. Its purpose is to support MSEs in their access to external sources of financing by providing guarantees and sureties for credits, loans, leases and bid bonds.

Gdańsk is also where **Space3ac**, the first European acceleration programme for the space industry was created. It brings together the needs of industry and state treasury companies and the potential of start-ups, expertise and financing. The programme focuses on downstream space technologies using Earth observation, telecommunication and satellite navigation data. Thanks to the Space3ac mechanisms, young businesses may develop solutions to respond to specific investor needs. The accelerator originated in 2016, following an agreement between the Commune of the City of Gdańsk, Pomeranian Special Economic Zone (PSEZ), Black Pearls VC capital fund (BPVC) and Blue Dot Solutions (BDS). The fact that the Polish Space Agency (POLSA) had been located in Gdańsk proved to be an important factor contributing to the launching of this initiative. To improve and intensify the transfer of knowledge between economy and science, a new interdisciplinary major course was offered: space and satellite technologies, launched as part of cooperation between three Tricity higher education institutions: Gdańsk University of Technology, Gdynia Maritime University and Polish Naval Academy (2nd cycle studies). The course was opened to meet the needs of **space engineering and satellite sector** companies that are emerging in the Pomorskie region and across Poland. The next stage will involve bringing space technology start-ups together as part of the **European Space Agency Business Incubation Centre** (ESA BIC). The ESA BIC will be launched in Gdańsk in 2020 upon the initiative of the City of Gdańsk in cooperation with the City of Kraków and a private company Blue Dot Solutions Ltd. Many local businesses and organisations have been participating in this undertaking.

The Pomorskie Voivodeship has been implementing a unique, bottom-up process of defining **smart specialisations**. Business and academic groups organised into partnerships and interested in developing certain specialisations were invited to submit their suggestions as part of the Pomeranian Smart Specialisation Contest. Out of all the proposals, regional authorities selected those which had the greatest developmental potential. The selection of PSSs was conducted with participation of independent international experts comprising the Contest Committee. 4 specialisations were selected: **maritime and logistics, ICT, green power engineering and medicine**). All in all, the process attracted more than 430 entities, including nearly 300 companies (the largest group of participants), more than 40 schools and universities, around 40 business-related institutions, as well as communes, commune associations, hospitals and numerous NGOs. June 2019 will see the launching of the Smart Progress project that will facilitate the development of Pomeranian Smart Specialisations through animation activities, e.g. expert assistance or sectoral economic analyses. The project responds to issues and needs reported by organisations operating in the smart specialisation areas. Through its realisation, we want to encourage companies to undertake R&D activities and execute innovative projects, both individually and as part of consortia established with universities and other businesses. This project will also serve as a tool for increasing the activity of Pomeranian businesses on international markets and for teaching pro-innovation attitudes, using leading organisations as an example.

The economic potential of the city and region creates excellent conditions for businesses to expand into European markets and rest of the world. For this reason, Gdańsk companies have been doing very well on foreign markets. The number of companies involved in international trade has been consistently growing: almost 1/5 of all Pomeranian companies (including 750 Gdańsk-based businesses) export their products. The **Pomeranian Export Broker** is a comprehensive regional export support service that provides entrepreneurs with assistance and access to numerous tools, including seminars, trade shows, economic missions, participation grants and export potential assessment tools. It is expected that by the end of 2023, around 1300 companies will have participated in the programme and that around 120 regional investment-promoting events and 475 international projects promoting marine economy will have been organised.

Performance indicator for measure 3	Trend
Total number of micro, small and medium enterprises	↑
Value of exports	↑
Percentage of companies exporting their goods/services	↑

CROSS-BORDER COOPERATION

Gdańsk and Pomorskie actively engage in the Committee of the Regions. The late Mayor Paweł Adamowicz (Committee member until January 2019) was involved in the activities undertaken by the Commission for Territorial Cohesion Policy (COETER) and Commission for Economic Policy (ECON). As part of the latter, he worked on the “ACTION PLAN FOR THE DEVELOPMENT OF ENTREPRENEURSHIP 2020”. The Mayor was also a member of CORLEAP – Conference of the Regional and Local Authorities for the Eastern Partnership initiated in 2011 by the Committee of the Regions. Mieczysław Struk, Marshal of the Region (and member of the Committee of the Regions since 2010), has developed a number of opinions as part of his work in COTER and NAT (Commission for Natural Resources), including the opinion on the cost and risk of non-cohesion, which was adopted in 2018. On the Committee’s forum, Marshal Struk has emphasized numerous times the importance of the cohesion policy as the main investment-promoting EU policy that translates directly into the social and economic condition of European regions and cities.

The Pomorskie Regional Office in Brussels (“Office”) operates as part of the “Pomerania in the European Union” Association <https://pomorskieregion.eu/en/> that comprises local governments, institutions of higher education, as well as representatives of business and civic society from the Pomorskie Voivodeship. Extensive regional partnership based on the quadruple helix model makes European cooperation involving a wide group of regional stakeholders (not only the so-called “major players”) possible. The

Office actively supports Pomeranian entities in establishing connections with partners from the EU thanks to its extensive network of contacts including regional representations, European institutions, cooperation networks and other organisations. This kind of support translates directly into cooperation under European projects, joint undertakings of universities and other entities, as well as networking as part of the so-called town twinning.

Moreover, since 2016, the Office has been operating a pilot programme to promote the participation of Pomeranian entrepreneurs in community programmes (Horizon 2020, COSME), encouraging active networking as part of the existing European cooperation platforms. Some of the activities are effected through the European Regions Research and Innovation Network w Brukseli (ERRIN) and involve, *inter alia*, the sharing of good practices for supporting entrepreneurship with EER award winning regions: Lombardia – Italy (2016), Małopolska – Poland (2016).

Via the Office, Gdańsk and Pomorskie take an active part in events organised by the Committee of the Regions, including the flagship European Week of Regions and Cities event (partnerships were also formed with EER winning regions, including Gelderland - Netherlands (2015). The Office is also a member of the Baltic Sea Group, a cooperation platform for Baltic Sea representations based in Brussels.

With a view to sharing experiences, knowledge and good practices, the region participates in numerous important international projects that will have an impact on future development of the SME support policy.

Examples of cross-border cooperation:

Project title	Description
EVERYWHERE INTERNATIONAL SMES (EIS)	The project brings together 7 regions to support SMEs in internationalisation and exchange of knowledge. The ultimate outcome of the project will be the development of an action plan by each of the partners to ensure a more effective business support for MSEs desiring to enter international markets https://www.interregeurope.eu/eis/
CLIPPER	An innovative interregional cooperation project that brings together seven pro-active regions to address the negative impact the global economic recession has had on the European maritime sector. This sector is also suffering from growing competition from emerging countries. The overall aim of the project is to develop better public policies to support the competitiveness of Small and Medium Sized Enterprises (SMEs) working in Maritime Industries in Europe.
Land-Sea	The Land-Sea project illustrates the joint efforts of partners from four European regions to promote an integrated approach towards improving the policies for sustainable management of the land-sea ecosystems.
INTERMARE	The project supports maritime economy across the South Baltic area through a network of companies and stakeholders brought together under a common brand of INTERMARE South Baltic, easily recognised in the region and other European and on global markets. Maritime companies from the region promote themselves as part of international events held under the common regional network, including maritime fairs, cross-border network development meetings, promotional activities in Europe.

Another example of the efforts undertaken by local governments to support internationalisation of businesses is the activity of the „**Pomorskie in China**” Association <http://www.biuropomorskie.pl/en>, whose members include: the Pomorskie Voivodeship and the cities of **Gdańsk**, Sopot and Gdynia. The aim of the Association is to promote, represent and support the interests of its Pomeranian members in the People's Republic of China, to support networking and economic cooperation between our Region and the People's Republic of China, especially internationalisation of Pomeranian businesses, and to facilitate cultural, economic and tourism-related exchange. In 2019, the Association is going to support the participation of Pomeranian companies in Shanghai's International Import Expo and to co-organise economic missions of Pomeranian entrepreneurs to China.

The Association of Polish Regions of the Baltic-Adriatic Freight Corridor <http://regionybac.pl/> is an important partner of the European Commission, participating in initiatives supporting the development of the TEN-T network and its sustainable growth; the organisation has been lobbying for the extension of the Baltic-Adriatic corridor to include Sweden, using the sea Gdynia - Karlskrona motorway of the sea and taking into account the principle of equal treatment of corridors. The Baltic - Adriatic corridor may become the a driving force behind the development of Central and Eastern Europe, ensuring access to remote markets, including Scandinavian ones.

PROMOTING AND REWARDING ENTREPRENEURSHIP

The city and the region rewards entrepreneurship. Mayor of the City of Gdańsk organises the “**Gdańsk as the City of Entrepreneurs**” contest. Its aim is to reward pro-active inhabitants of the city who, by realising the concept of entrepreneurship in their own way, contribute to the social and economic development of the city. Entrepreneurship is rewarded in 7 categories: seniors, immigrants, young people, society, education, social responsibility and support for the Gdańsk Brand. The region also strives to raise its recognisability by improving its image and enhancing regional pride by integrating economic groups, promotion of good practices in business and rewarding the most active entrepreneurs. Important economic events and contests include the “**Gryf Gospodarczy**” award <https://gryfgospodarczy.pl/> (this year, we are celebrating its 20th anniversary), Pomeranian Employer of the Year, Pomeranian Quality Award, Business-Friendly Commune.

5. Communication plan

The award of the European Entrepreneurial Region 2020 title to Gdańsk and Pomorskie region would be a very important distinction for us. Receiving such a prestigious award would help to strengthen Gdańsk's image as a dynamically developing, modern, business-friendly city.

In view of the above, the City will make sure that the fact of being rewarded by the EU's Committee of the Regions and the nature of the distinction itself are properly and efficiently communicated. This will allow us to achieve a synergy effect, good for both the beneficiary and the awarding institution, i.e. the European Committee of the Regions.

How are we going to promote ourselves?

The Committee of the Regions and the European Union will be widely promoted through the visibility of their logotypes.

- ✓ an extensive and **integrated information and promotion campaign**, based on the available public relations and promotional tools, targeted at wide and diverse groups of public. The campaign will be addressed not only to population of the city and region but also to the broadly-understood public opinion, including opinion leaders;
- ✓ a special **press conference** will be organised for press, radio and TV journalists and reporters. Information materials will be sent to the media, which will - as experience suggests - ensure our presence and visibility in the most important Polish newspapers, magazines and broadcast media, both traditional and Internet ones;
- ✓ a **dedicated tab/site** will be added on the following websites: gdansk.pl, przedsiębiorczygdansk.pl and pomorskie.eu to inform about the EER title and the city/region's achievements related to it. A special ERP-dedicated layout will be developed to increase the recognisability of and familiarity with this topic;
- ✓ **dedicated TV/Internet/radio spots** to promote Gdańsk/Pomorskie as the winner of the EER Award. We will make sure that the EER logo is published on the Internet sites of the city and the region, as well as on the sites of partner universities, MSE organisations, municipal units and companies (including those which provided us with letters of intent);
- ✓ use of the **social media** – Gdańsk's/region's facebook, twitter and instagram pages to reach younger audience. This will be accompanied by an **advertising campaign** to further increase the range of impact;
- ✓ an **outdoor campaign** – based on the use of city billboards, citylights, as well as posters and displays placed in the different modes of public transport. The rear of buses will also be used as an element of the outdoor campaign;
- ✓ **broadcasting of ads on national and regional TV**. We are also going to prepare ads and sponsored texts for newspapers and magazines;
- ✓ **study press events for bloggers and journalists from influential media** will be organised. We are going to prepare an interesting, informative programme on entrepreneurship, active support provided by the City and the Region, as well as on the unique initiatives that are being implemented. As a result, information about the award and inspiring activities undertaken by Gdańsk and Pomorskie will appear in Polish and European titles.

We will also promote the European Entrepreneurial Region Award during **large, important events and conferences organised in Gdańsk and the Region**, including:

- > Infoshare in Gdańsk
- > European Forum for New Ideas in Sopot
- > International Metropolitan Career and Entrepreneurship Fairs in Gdańsk
- > Absolvent Talent Days in Gdańsk and Sopot
- > Follow the Rabbit in Gdynia
- > Business Forum in Gdynia
- > numerous local (and regional) events held as part of the Global Entrepreneurship Week

The information campaign will also reply on our presence at **trade shows and events**, including:

- > MIPIM in Cannes
- > Expo Real w Monachium
- > Let's manage IT
- > Mobile World Congress Barcelona
- > Baltic Development Forum
- > International Import Expo in Shanghai
- > The BIG 5 in Dubai
- > Middle East Design & Hospitality Week in Dubai

Through the **Pomorskie Regional Office in Brussels**, Gdańsk and Pomorskie will actively participate in events organised in 2020 by the Committee of the Regions; for example, by taking part in the flagship European Week of Regions and Cities, the Office will be promoting EER through its membership in the informal Baltic Sea Group, a cooperation platform for Baltic Sea representations based in Brussels.

The EER 2020 Award will be particularly important to entrepreneurs rewarded in the “Gryf Gospodarczy” contest which promotes regional business leaders. This will also allow us to promote the idea of EER among the winners and media representatives attending the gala.

The region will also organise an **international conference dedicated to EER**, to which representatives of other regions, including EER winners, will be invited to share experiences, best practices and to strengthen cooperation and create a network of EER regions. Gdańsk and Pomorskie will work together with other regions to execute joint projects and undertakings, combining their strengths and potential to ensure that entrepreneurship-promoting activities are even more efficient.

This widespread and comprehensive promotional campaign will be a guarantee that information on the European Entrepreneurial Region Award and the fact that it has been granted by the European Committee of the Regions to Gdańsk and Pomorskie region will reach the greatest possible number of members of the target audience.


PREZYDENT MIASTA GDAŃSKA
Aleksandra Dulciewicz


Marszałek Województwa
Mieczysław Struk

Attachment no 1. The management structure of European Entrepreneurial Region Award in GDAŃSK/POMORSKIE REGION

