



**European Committee
of the Regions**

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

Application Form



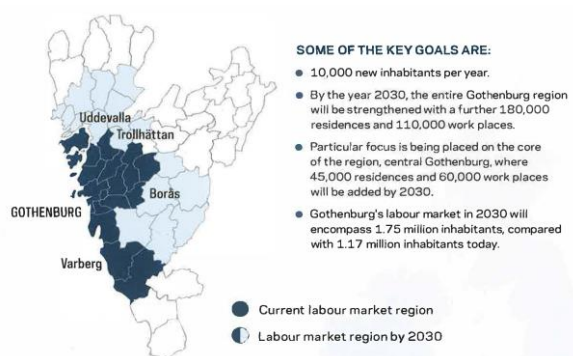
European Entrepreneurial Region

European Entrepreneurial Region Award

2020

Business Region Göteborg

1. Fact sheet



General information

| | |
|-----------------------|---|
| Name of the territory | The Gothenburg Region |
| Date of application | 15 mars 2019 |
| Political endorsement | 1. Lord Mayor 2. Chairman City Executive Board and Chairman Gothenburg Region Association of Local Authorities |

Regional data

Västsverige (SE23): Västra Götalands län + Hallands län (NUTS3)

| | | | |
|---------------------------------|-----------------------|------------------------------|---------|
| NUTS code | SE23 | GDP/inhabitant (2016)** | 423 779 |
| Population (2017) | 2 015 607 | GDP growth rate (2016)*** | 3,81% |
| Area in km ² (2018)* | 29 227 | Unemployment rate (2017)**** | 6,42% |
| Cohesion Policy category | More developed region | | |

Göteborgsregionen (13 municipalities): Business Region GÖTEBORG is part of NUTS3

| | | | |
|---------------------------------|-----------------------|------------------------------|---------|
| NUTS code | Part of SE23 | GDP/inhabitant (2016)** | 511 906 |
| Population (2017) | 1 012 569 | GDP growth rate (2016)*** | 3,84% |
| Area in km ² (2018)* | 3 695 | Unemployment rate (2018)**** | 5,67% |
| Cohesion Policy category | More developed region | | |

Contact details

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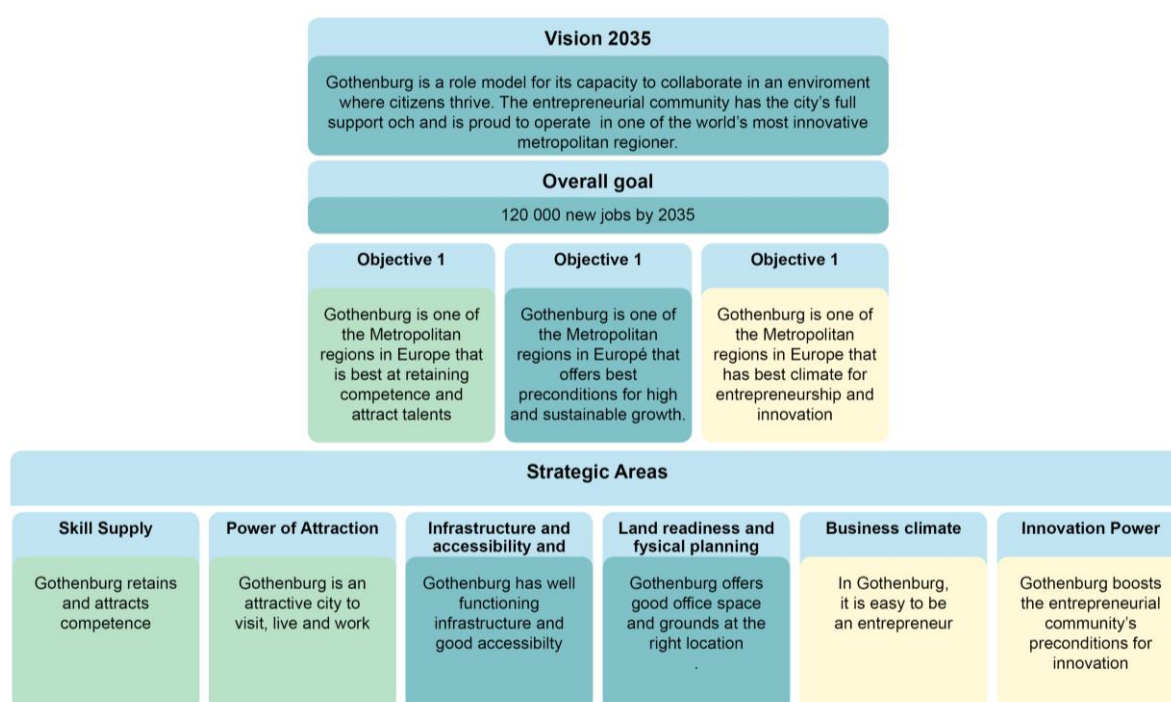
SYNOPSIS

To make public administrations responsive to SMEs' needs (**SBA principle 4**), the Municipal Boards for both the City and the Region commissioned Business Region Göteborg in 2016 to develop an all-encompassing entrepreneurial strategy ("**Strategy**").

The process started in 2017 with 40 workshops covering over 100 companies, saying what needed to be changed to

- improve the business climate
- create better preconditions for SME:s to flourish

The process continued by engaging public stakeholders, presenting the results from the business sector. Based on this, a challenge-driven strategy was established, with a long-term vision, measurable objectives, six strategic areas as described in the table below, and finally 24 key actions:



All 13 municipal boards in the Gothenburg Region and 22 further public stakeholders were engaged in defining the final version of the **Strategy**. During 2018 and 2019, each municipality is launching separate concrete action plans that will feed into the overall goal. The overall **Strategy** defines the responsibility among the 13 municipalities and thereby ensures the possibility to reach its objectives. The added value of the EER Award for our territory lies in the acknowledgement that our joint systematic endeavours are right and worth to uphold for both business and public sector. **200 words**

Table 1: Strategy for the Entrepreneurial Region Göteborg (abbreviated: **Strategy**)

2. Political vision

We have to find new ways to make SMEs more innovative. Regional statistics show that whilst corporate companies are steadily developing, our SMEs do not grow at the same pace. In fact, SME's in the Gothenburg Region do grow more in the country as a whole, but not as much as in Sweden's capital. Our 40 workshops with over 100 entrepreneurs and a national ranking have revealed that the business climate has to be improved. We as public actors have to provide optimal entrepreneurial conditions in the sense of the SBA, within our regional competence. However, we have no legislative competences. The political vision stipulates that the *Strategy* is the adequate tool to create a better regional entrepreneurial environment.

Since 2000, the Gothenburg region sees 132,000 new jobs and 75% real increase in total wage sum. The political vision, to become one of the top regions for entrepreneurs, corresponds with **SBA principle No 1** '*creating an environment in which entrepreneurs and family business can thrive and entrepreneurship is rewarded*'. To immediately improve the entrepreneurial climate, operational resources were doubled to solve the most burning concerns and to enable a change of attitude in the public sector. A number of business pilots are serving as a one-point entry for all entrepreneurial issues. The *Strategy* lays the puzzle in a new and comprising manner with clear areas of influence, responsibility and accountability of the public sector: the municipal boards make 13 municipalities and 22 public stakeholders active and responsible, i.e. 35 partners join forces.

In the run-up year, the territory wants to significantly improve its business climate, in the EER year become even better, and for all the future, we yearn to maintain a first-class ranking of business climate.

SWOT analysis of the Gothenburg region

Strength

SBA principle 1 is accommodated by the Region's offensive growth *Strategy*. The Gothenburg Region is one of Europe's fastest growing metropolitan regions by means of gigantic urban development and infrastructure investments (€100 billion) with the purpose to enlarge and densify the labour market region.¹ In 2035, it will encompass 1.75 million inhabitants, compared to 1.17 million inhabitants today. Out of this growth, 120 000 new jobs will be in the Gothenburg Region, whilst 60,000 jobs and 45,000 residents will be concentrated in Central Gothenburg. This growth strategy creates a dynamic market; more business of all sizes will move into the labour region, thus forming a diverse competence pool characterized by the **SBA principle 8** '*promote the upgrading of skills in SME and all forms innovation*'. We are proud to say that 91% of Sweden's real growth in private R&D investments from 2015 to 2017 took place in the Gothenburg Region (next R&D revision 2019). This development embeds the EER objectives in a broader regional development strategy: **expansion and densifying of the labour market!**

The **SBA principle 10** '*encourage and support SME to benefit from the growth of markets*' is sustained by three metropolitan city regions affecting three countries in the very close proximity (Sweden, Norway, Denmark), with extensive human and economic exchange and interdependency. The region is an innovation leader according to the EU Regional Innovation Scoreboard 2017 and ranks in a top position for IT and logistic infrastructure. The Gothenburg Region's two major higher education institutes collectively have around 50,000 students. Both universities are among the world's elite in numerous areas of research, with around 50 departments providing education.

¹ See Explanatory Note page 13

Opportunity

The Gothenburg region has been Scandinavia's hub for global trade since the 17th century. 92% of Sweden's branches (according to SNI codes) are presented here. A total of 750 industries is identified, holding both multinational companies and SME. Approximately 7,400 new companies started in 2017. Since 2008, companies with 1-4 employees have experienced the strongest percentage growth in the Gothenburg Region. However, during the period 2008-2017, in absolute number, companies with 20-199 employees and companies with more than 250 employees are clearly growing the most, with more than 29,000 and 29,500 new employees, respectively.

In 2018, an OECD report for Western Scandinavia² specifically mentions '*public institutions and business in closer cooperation and mutual learning*' as an opportunity, thus backing up the **Strategy** and adhering to **SBA principle No 1**. The report even acclaims the region '*to be forerunners and bench mark in creating independent societies and sustainable cities*', by offering entrepreneurs an excellent environment to test, develop and grow; thus operationalizing **SBA principle 9 'enable SMEs to turn environmental challenges into opportunities'**. The region offers 50 testbeds where companies, academia and other organizations can collaborate in developing, testing and introducing new products, services, processes or organizational solutions – '*encouraging and supporting SMEs to benefit from the growth of markets*' (**SBA principle 10**). The Swedish government has guaranteed to invest € 100 million in a new test bed environment for electric vehicles. This strengthens the Gothenburg Region's position as one of the world's leading clusters in the transformation of the automotive industry. The Gothenburg region excels in Connectivity (2nd of 55 mid-sized cities; source: fDI), and in Growth Potential (10th of 117 regions; source: BAK Basel).

Seven Challenges

Business Region Göteborg (BRG) has identified a number of challenges that hamper entrepreneurial potential. Our ranking for 'Competitiveness' has dropped from 5 to 27 (out of 263 regions, source EU), and 'Competence' from 5 to 23 (out of 90 mid-sized cities, source INSEAD).

The **Strategy** therefore has its economic starting point in these 7 challenges:

- Secure skills supply (SBA principle 8);
- Increase participation of foreign born residents in the labour market (SBA principle 8);
- Plan for the massive growth in the wake of enlargement of labour market (SBA principle 10);
- Densify the city centre as part of the expanded labour market (SBA principle 10);
- Stimulate seed-beds for SMEs (SBA principle 8) especially with regard to their preconditions (SBA principle 4) to participate in public procurement (SBA principle 5);
- Strengthen resources for R&D by promoting Quadruple Helix collaboration (SBA principle 8)
- Increase regional productivity (SBA principle 10).

Three Threats

Next to **climate change**, we experience the **detachment of a part of the labour force** as a threat. 60% of the unemployed in the labour force are foreign-born residents (17,100 of 28,500). Integration has to become more efficient. The danger of a mismatch is twofold: foreign-born PhD students that study at the cost of Swedish taxpayers do not find employment or affordable housing here and move back to their home countries. Others have newly arrived; have low skills that cannot be matched to a high-skill labour market, and burden the public expenditures.

A limited labour market is a threat to the region's competitiveness and productivity; this is why we make massive and costly endeavours to enlarge it. Right now, the labour market is limited due to an **inefficient infrastructure**, both in the proximity and in the megaregion connecting Gothenburg with Oslo and Gothenburg with Malmö-Copenhagen.

² https://www.businessregiongoteborg.se/sites/default/files/downloadable_files/West%20Sweden%20Report%20to%20OECD%202017.pdf

3. Governance and partnership

The *Strategy* dwells on a solid anchored, long-term plan born in the light of poor fulfilment of **SBA principle 4** ‘*To make public administrations responsive to SME’s needs*’. We learned our lesson from a decreased ranking of the business climate, which bears witness of long and costly procedures, contradicting notifications, short-range permits, etc. The entire public sector with 13 municipalities, whereof City of Gothenburg as the largest one comprises 22 stakeholders- in total as much as **35 stakeholders** - is passionate about the transformation process to ‘*create an environment in which entrepreneurs and family business can thrive and entrepreneurship is rewarded*’ (SBA principle 1).

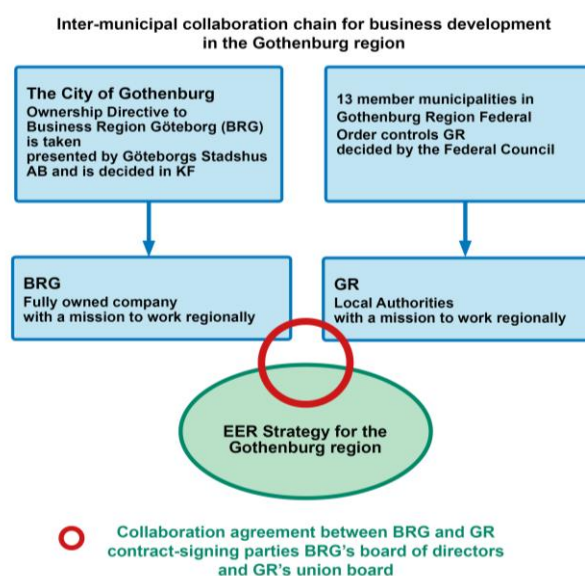


Table 2: Collaboration partners sign contract

Governance 13 Municipalities

The *Strategy* defines the responsibilities amongst the 13 municipalities. Table 2 shows the correlation between the Gothenburg Region Association of Local Authorities (GR)³ owned by 13 municipalities, Business Region Göteborg (BRG) both as process owner and responsible for the implementation in the City of Gothenburg, and finally the 13 municipalities with their bespoke individual implementation programmes. GR and BRG signed an agreement in December 2017. Within the thirteen municipalities, *(which together with the City of Gothenburg form the Gothenburg Region)*; each municipality's board decides in 2019 what they will focus on during the first years of the EER period. A detailed action plan will then take form for the period 2022-2023 in intervals of 2-3 years until 2035. Dedicated and experienced full-time staff at Business Region Göteborg conduct mentoring, monitoring and governance. The overall *Strategy* for the Region stretches until year 2035 in order to have 120 000 new working places.

Governance 22 stakeholders within the City of Gothenburg

Effective implementation and monitoring of actions would not be possible without clear governance, considering the vastness of the *Strategy* and the high numbers of accountable participants. The governance process within the City of Gothenburg involving 22 stakeholders is formalized. The City's Committees define and establish steering documents for their own operations. Both the Municipal Council and the Municipal Executive Board adopt steering documents. The Municipal Council's budget is overarching and superior to all other steering documents. The Strategy is adopted at this supreme level. Gothenburg itself is larger than all the other 12 municipalities together; therefore, we describe in depth this organisational structural with 22 stakeholders.

Hence, there is a formalized governance contract between all stakeholders, both the 13 municipalities and the 22 stakeholders, on how to proceed and implement the *Strategy*.

We stand together as one unit to become a responsive, fast moving public sector with a friendly attitude towards entrepreneurs – a true EER region!

³ Link GR: <https://goteborgsregionen.se/toppmenyn/omgoteborgsregionen/inenglish.4.5f30b95110fd8ec51a8000187.html>

4. Action plan

Please describe in a **maximum of 8 pages** the concrete actions you will implement.

*Applicants are invited to describe the measures they intend to launch in the run-up to their EER year and during the EER year itself, in order to implement some or all of the principles of the **Small Business Act for Europe** in their territory, also including, where appropriate, the pillars of the Entrepreneurship 2020 Action Plan and the Green Action Plan for SMEs. The description should present **indicators and measurable targets**, as well as mechanisms for **monitoring and follow-up**, and demonstrate how the actions will be sustained beyond the EER year. Ongoing or foreseen actions of cooperation with other (EER or non-EER) regions will be seen as an asset.*

The Action Plan comprises 24 concrete actions, linked to three objectives, six strategic areas and SBA principles on a regional level.

Optimal Use of Public Funding:

We are in the EER run-up year. The *Strategy* has not yet had a major impact on the city's involvement in EU programmes. Although there is no direct link to ESIF, the City's and Region's EU projects are aligned with the *Strategy* – and vice versa.

The SBA, though, has always been present through European Structural and Investment Funds and other public funding. During the present funding period 2014-2020, the City and the Gothenburg Region have used ITI to utilize ERDF for sustainable urban development. ITI and ERDF have hitherto enabled to have an innovation programme, linking together sustainable urban development in precarious suburbs with rural development programmes (financed by ESF and ERDF). Furthermore, ITI and ERDF have made it possible for Gothenburg to operationalize SBA principles 1, 4 and 10 by enhancing entrepreneurship, skills supply and thus increase the Region's productivity. The result spells "One-Shop-Future-Stop" and its predecessor "Företagsamma Västra Hisingen" (EEPA Grand Jury Prizewinner 2016 DG GROW, Special mention Regio Stars 2015, DG Regio, Eurocities Award 2015), successful projects to enable self-sustaining entrepreneurship for those who are remote from the labour market and dwell in the suburbs of the City.⁴

Mechanisms for monitoring, follow-up and safeguarding the Action Plan

Regional Process Municipalities:

- Business Region Göteborg (BRG) coordinates and is accountable for the overarching process
- The 13 municipalities meet annually to mentor and monitor the implementation
- BRG as the coordinator will have annual meetings with each and every municipality

Local process City of Gothenburg

- 22 committed stakeholders (table 3)
- Annual reports will be made by each committee/board and coordinated by BRG
- Annual reports will be transmitted to the Municipal Board of the City
- Before each action plan will be implemented, a decision has to be taken by the 22 accountable committees / boards
- First set of detailed action plan will be decided in June 2019 and be valid until 2021
- After that, new detailed action plans 2022-2023 and so forth
- Starting 2023, and then every 4th year, the Municipal Board of the City of Gothenburg affirms status and needs

⁴ <https://onestopfutureshop.com/about-us-english/>

2. One-Door-In ‘YesBox’

Another immediate antidote to cope with our meagre fulfilment of **SBA Principle 4** was to establish a steady platform comprising all business supporting agencies, although with different competences, under the umbrella ‘Yes Box’: a one-door-in under one roof! **Thirteen** actors of the start-up scene are involved in the initiative: Almi, Business Region Göteborg, Mikrofund, Venture Cup, Connect Sweden, Companion, Drivhuset, Framtidsfrön, Göteborgs Uppfinnareförening, Ung företagsamhet (member of Junior Achievement Worldwide), Nyföretagarcentrum, and Reach for Change, CSR West. They are organised within Strategy 5: Business Climate⁵.

Actions during future EER years

We want the entrepreneurial climate in the Gothenburg Region to become one of Sweden’s best!

The long-term vision stretches until 2035.

Our vision for 2035 has been defined through an entrepreneurial discovery process with over 100 entrepreneurs and academia in more than 40 workshops. The year 2035 was set in congruence with two other major regional steering documents and seventeen semi-regional steering documents.⁶

Vision: “Gothenburg is an international role model for its ability to cooperate- in an environment where citizens’ thrive. The entrepreneurial community is fully supported by the City and is proud to operate in one of the world’s most innovative metropolitan regions.”

During 2018 and 2019, each municipality decides on the specific actions that need to be taken under each strategic area. The approach to define the actions differs between each municipality; however, local politicians, civil servants as well as the business sector are engaged in all processes.

Together, we reignite the ‘Culture of Entrepreneurship’ by the words of the Entrepreneurship 2020 Action Plan. The municipal collaboration will improve the strength of the entrepreneurial region by rolling out the *Strategy*.

Action Plan built on three Objectives

Each objective has one European indicator, which simplifies best practise sharing amongst other European players. The concrete actions will be described under each of the six strategic areas, which are aligned with both SBA and the threats identified in SWOT.



Table 5: Measurable goal, objectives (partial view of table 1)

⁵ We chose not to translate these names, which in Swedish language to certain extent explain the focal areas.

⁶ In addition, each municipality has between 5-10 local programmes they relate to, which will not be described any further

Objective 1: Retaining competence and attract talents

“Gothenburg is one of the metropolitan regions in Europe that is best at retaining competence and attract talents”

Indicators: Unemployment Rate, Net Migration, Europe 2020 Regional Index

Desired state:

- Unemployment in Gothenburg and the Gothenburg Region is one of the lowest of Swedish metropolitan cities / metropolitan regions.
- Net migration for highly skilled people shows positive numbers amongst all age groups.
- The Gothenburg Region is one of Europe’s best 10 regions according to Europe’s 2020 Regional Index (**European Indicator**).

Objective 2: Community Planning

“Gothenburg is one of the metropolitan regions in Europe that offers best preconditions for high and sustainable growth”

Indicators: Productivity (GRP/ capita and value added/employee), Ratio of Decoupling (gap between GRP growth and CO₂ emissions), Number of inhabitants and working population in the labour market region.

Desired state:

- The region’s productivity increased at the same pace, or even faster, than comparable metropolitan regions in Europe (**European Indicator** ⁷).
- Gap between GRP growth and CO₂ emissions continuous to increase (this is positive!).
- The local labour market is to host 1,75 million inhabitants by the year 2030. The centre is to expand with another 45 000 residents and 60 000 workplaces by 2035.

Objective 3: Business Climate and the Power of Innovation

“Gothenburg is one of the metropolitan regions in Europe that offers best climate for entrepreneurship and innovation”

Indicators: Ranking of business climate, investments in R&D, EU Regional Scoreboard

Desired state:

- The region is to have the very best business climate according to all rankings conducted by various stakeholders.
- The region is to have a higher amount of private investment in R&D compared to other metropolitan regions in Europe.
- The region is to have the highest amount of R&D investments/per employee and high value of export/per employee amongst other Swedish metropolitan regions.
- The region ranks “innovation leader” according to EU Regional Innovation Scoreboard (**European Indicator**).

⁷ Comparable metropolitan cities are for example Stuttgart, Munich, Lille, Helsingfors, Wien, Lyon, Oslo, Stockholm, Öresundsregionen (Malmö-Copenhagen) , Hamburg and Milano

Actions operationalized by challenge driven strategies

Actions are needed to achieve the above-mentioned three objectives and to cope with the challenges and threats described (SWOT). In a true entrepreneurial discovery process (EDP) with 40 workshops and over 100 entrepreneurs (Synopsis), the stakeholders ranked the challenges, opened up for influx of even more challenges and made suggestions on antidotes to meet these challenges. As a result, every strategic area is connected to three or four challenges according to this matrix:

| Seven challenges and 3 threats for The Gothenburg Region (followed by SBA principle number) | Strategic areas | | | | | |
|---|-----------------|---------------------|----------------------------------|--------------------------------------|------------------|------------------|
| | Skills supply | Power of Attraction | Infrastructure and Accessibility | Land readiness and physical planning | Business Climate | Innovation Power |
| Secure Skills Supply (SBA 1) | ■ | | | | | |
| Include foreign born residents in the labour market (threat) | ■ | | | | | |
| Plan for massive growth (SBA 10) | | | | ■ | | |
| Climate change (threat) | | | ■ | | | ■ |
| Densify city centre and labour market (SBA 10) | | | ■ | ■ | | |
| Increase city's international position and accessibility (threat) | | ■ | ■ | | | |
| Stimulate seed-beds for SME's (SBA principles 4,5,8) | | ■ | | | ■ | ■ |
| Increase business climate (SBA principle 4) | | | | | ■ | |
| Strengthen resources for R&D (SBA principle 8) | | | | | ■ | ■ |
| Increase regional productivity (SBA principle 10) | ■ | ■ | ■ | ■ | ■ | ■ |

Red = identified threat

■ Intersection where a strategic area meets a challenge

Strategy for the Entrepreneurial Region Gothenburg 2018-2035

Table 6: Challenges and threats intersect strategic areas

Twenty-four ACTIONS linked to six strategies

Strategy 1: Gothenburg retains and attracts competence – SBA principle 1, 8

This will be achieved by the following actions:

1. Develop school-entrepreneurial collaboration and include entrepreneurial skills and mind-set throughout the entire education systems
2. Develop relevant training and education at all levels as requested by the entrepreneurial community
3. Support academia actively
4. Develop possibility for VET and lifelong learning at working places
5. Enable better matchmaking and faster validation of skills together with the entrepreneurial community to achieve higher participation in the labour market of those who are remote today

6. Actively pamper people with international skills, attract international skills and support initiatives that take care of the international community in the region (expats days etc)

Our matrix (table 6) shows that this objective contains a threat. It has therefore very high priority.

Strategy 2: Gothenburg is an attractive city to visit, live and work – SBA principle 10

This will be achieved by the following actions:

7. Elaborate a well-developed process to attract investments and support the establishment of companies
8. Promote the City and the Region by storytelling with regard to the leap the region is experiencing through enlargement of the labour market
9. Create permissive environments that support entrepreneurs and enable ‘grassroots’ to progress

Strategy 3: Gothenburg has well-functioning Infrastructure and good Accessibility - SBA principle 10

This will be achieved by the following actions:

10. Ongoing development of Gothenburg as Scandinavia’s logistic centre with the Port of Gothenburg and Landvetter Airport as central hubs
11. Stimulate effective, sustainable journeys /rides with all kind of traffic communication means within both the City and the labour market region
12. Take charge of Gothenburg’s unique skills within sustainable transport systems and mobility solutions and let this characterize the City’s and Region’s transformation
13. Enhance the transformation to becoming a Smart City by utilizing digitalization’s potentials

Our matrix (table 6) shows that this objective contains a threat. It has therefore very high priority.

Strategy 4: Gothenburg has good office space and grounds at the right location

This will be achieved by the following actions:

14. Pursue supply of real estate, ground and office ground characterized by awareness of the entrepreneurial community’s needs for expansion and establishment
15. Develop and improve strategical sites, which meet the entrepreneurial community’s needs for growth
16. Elaborate precise ground detail plans, which match a changeable entrepreneurial community, enable faster establishments and provide preconditions to work innovatively with the city’s public space.

Our matrix (table 6) shows that this objective contains a threat. It has therefore very high priority.

Strategy 5: In Gothenburg, it is easy to be an entrepreneur – SBA principle 4

This will be achieved by the following actions:

17. Work actively with attitudes and understanding amongst politicians and civil servants for the reality of the entrepreneurial community
18. Work systematically to facilitate the public sector's processes from an entrepreneurial angle (see Business pilots, YesBox).
19. Make sure that all the city's resolutions in matters of relevance contain an impact analysis for the entrepreneurial community
20. Collaboration with thirteen external actors to support new started companies and develop SMEs (see detailed list under 'YesBox').

Strategy 6: Gothenburg boosts the entrepreneurial community's preconditions for innovation –SBA principles 4, 5, 8

This will be achieved by the following actions:

21. Initiate, develop and coordinate cluster initiatives and strategic collaboration projects where skills cross-fertilize
22. Position the city as an international testbed and demonstration platform for sustainable solutions to societal challenges
23. Enhance Gothenburg's position as an innovation engine in Swedish industry
24. Actively support and promote the culture and creative sector as a catalyst for innovation.

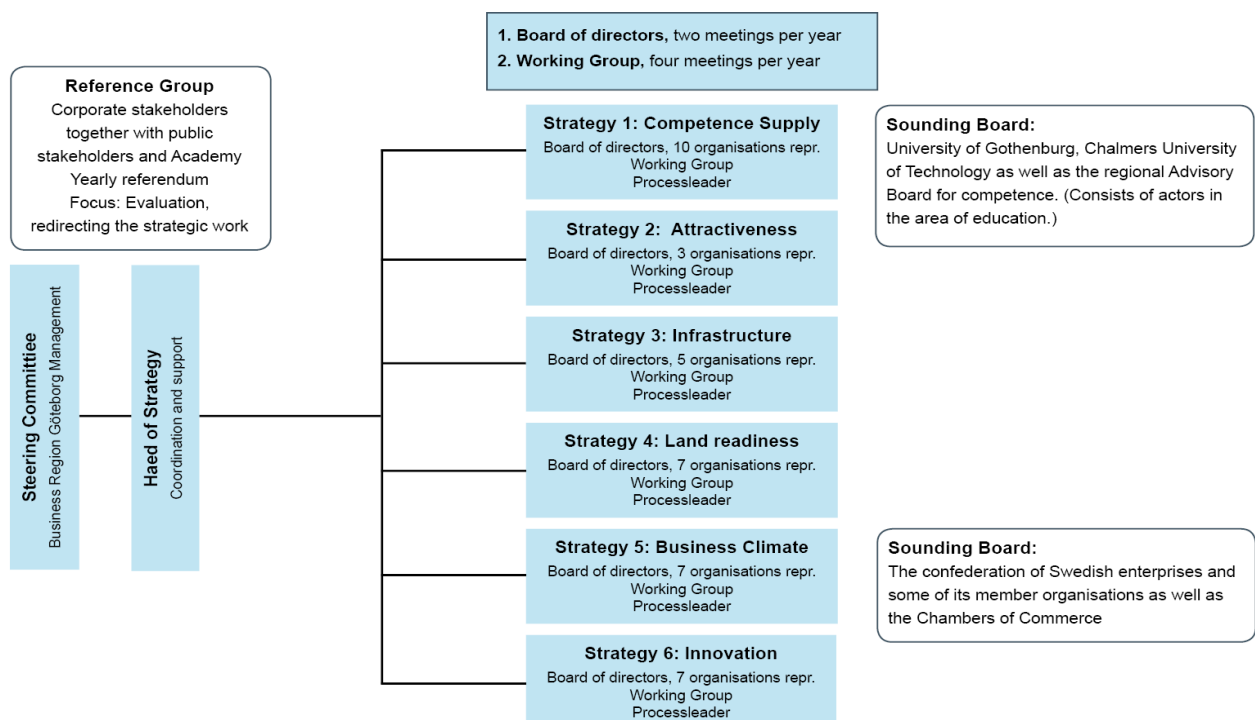


Table 7: Efficient governance of the EER Strategy by responsibilities, six focal areas, time frames, sounding boards

Significance of the EER Award 2020 for the Gothenburg Region:

The EER Award gives us rightfulness and validity in a massive process of change, implementing those SBA principles that are within our legislative competence.

The EER Award endorses us in the massive growth process of the labour market region.

The EER Award adds dynamic and trustworthiness to the entire implementation process of the *Strategy*.

The EER Award enhances the European perspective as displayed in the three measurable objectives.

The Strategy's replicability offers a European value added when disseminated through EER Award publications.

We are 100% committed and will implement the Strategy responding to our entrepreneurs needs. The EER Award impacts the entrepreneurial community, affirming we take their concerns seriously.

and last not least:

The EER Award ignites job satisfaction and pride!

Explanatory note

The Gothenburg Region (GR, BRG) is one of Europe's fastest growing metropolitan regions by means of gigantic urban development and infrastructure investments (€100 billion) with the purpose to enlarge and densify the labour market region, as described under the SWOT analysis section 'Strength'. Sustainability is a guiding star for all processes.

The *labour* market region is larger than the *metropolitan* Gothenburg Region. The labour market region consists of the 13 GR municipalities plus five more municipalities. Yet, by 2035 Gothenburg's labour market region will also encompass the labour markets of the more remote Trollhättan region and the Borås region due to infrastructure developments.

Thus, Gothenburg's labour market region will grow from 1,17 to 1,75 million inhabitants.

This image shows the breakdown and the growth for the metropolitan Gothenburg Region, holder of the *Strategy*:



Communication plan

The Communication structure aims at the public sector with all 13+22=35 stakeholders, accountable for the implementation of the SBA principle 4 (*Make public administrations responsive to SME's needs*). The overall communication structure distinguishes between communication concerning **Interventions and Actions** (lilac, see Action plan) and Communication concerning the **Strategy** (red part of table).

Communication Structure



Table 8: Communication Actions vs Communication Strategy

Publicity: All communication from the 35 partners communicating the Actions (Chapter 4) is planned to finish off with this phrase (or equivalent):

"This action is part of the Strategy for the Entrepreneurial Region Gothenburg. Read more about the Strategy, our further actions, interventions, timetables and our goals at our website⁸".

The Strategy's website lists status and timetable of all actions.

EER AWARD: The Strategy's website links and has an ad pointing to the EER Award, and to EU, Eurocities and CoR actions in its wake. We disseminate both in Sweden and at European settings, how we operationalize the SBA principle 4: the process, the lessons learned and challenges overcome when we joined forces with all 35 partners. Replicability and shared learning experience offer European value.

Channels: Newsletters reaching almost all 108,000 enterprises in the Gothenburg Region. Multiple social media channels. Multiple press releases: regional daily newspaper, national newspapers, entrepreneur-specific magazines. Furthermore, all BRG publications are planned to finish off with a broiler plate in a similar way as the text above, the EER Award logotype and a link to the EER program. A printed sign at our office entrance displays the EER Award.

Articles: Interviews with prominent people in the public sector. They will give their view on strengths and challenges when working horizontally through all the city's public companies and committees/ boards with SBA principle 4 as a common goal. They will describe how this process makes the entrepreneurs' life simpler. These profiles acknowledge the pride we take in the award.

⁸ www.businessregiongoteborg.se/naringslivsstrategiskt-program.se (not up and running yet)

Goal – Communication of the Intervention / Action (the lilac part of the image)

- Proof of decisiveness and power of action: We show that we are moving forward
- Proof of Coordination: We support our entrepreneurial community.
- Proof of Pride: The entrepreneurial community is proud of their city

Message - Communication of the Intervention /Action (the lilac part of the image)

Target Group Entrepreneurial Community:

- The Gothenburg Region highly esteems entrepreneurs
- The Gothenburg Region is an attractive region for business establishment and development
- The Gothenburg Region is a great place to run a business

Target Group Opinion Makers:

- The Gothenburg Region is a role model for collaboration with the entrepreneurial community
- The Gothenburg Region's entrepreneurial community is proud to operate their business here
- The Gothenburg Region is best at retaining competence and attract skills

Target Group World:

- The Gothenburg Region offers the very best preconditions for high and sustainable growth
- The Gothenburg Region offers best preconditions for entrepreneurship and innovation
- The Gothenburg Region is an attractive region to establish and develop business
- The Gothenburg Region is in the middle of a growth leap
- By innovation, collaboration and openness the region takes big steps towards becoming one of the world's most new-thinking metropolitan regions

Goal – Communication of the Strategy (the red part of the image)

- Create an awareness for the Strategy and an understanding why this is important – the **Strategy** will be the base for the city to fulfil the expectations related to the growth leap we are about to do
- Create a massive understanding for the entrepreneurial community's importance for society
- Make the regions' civil servants aware of their important role to succeed with the **Strategy**
- Show that the region is actively working to deliver concrete solutions to all the goals
- Show that our actions have importance and make a difference for the entrepreneurial community

Message – Communication of the Strategy (the red part of the image)

Target Group Entrepreneurial Community:

- The Strategy is a roadmap over how the region is going to develop
- The Actions Plans have priority! The City and the Region consent to join forces

Target Group Opinion Makers:

- Entrepreneurs are important to the City of Gothenburg and the Gothenburg Region
- It is easy to run a business in the Gothenburg Region.

Target Group City:

- The entrepreneurial community is important, it is the base for a functioning region
- Every single contact YOU have with an entrepreneur is important
- The action plan has high priority! The City and the Region consent to join forces
- Entrepreneurs are important to the City of Gothenburg and the Gothenburg Region
- It is easy to run a business in the Gothenburg Region.
- We are creating conditions to host at least 120 000 new jobs by 2035

Please submit your application for the EER 2020 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: 27 March 2019