



**European Committee
of the Regions**

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

Application Form



European Entrepreneurial Region Award

2020

NAVARRA REGION

1. Fact sheet

Nafarroako
Gobernua



Gobierno
de Navarra



General information

Name of the territory	NAVARRA
Date of application	27/03/2019
Political endorsement	<p><i>The application is supported by:</i></p> <ul style="list-style-type: none"> • <i>President of the Government of Navarra</i> • <i>Vice-president and regional minister of Economic Development of the Government of Navarra</i> • <i>Parliament of Navarra (Economic Development Committee)</i> • <i>Federation of Local Municipalities and City Halls of Navarra</i> • <i>Sociedad de Desarrollo de Navarra, as coordinator of S3 of Navarra</i> • <i>ADItch Corporation, involving technological centres of Navarra and companies</i> • <i>CEIN, as entrepreneurship programmes coordinator</i> <p>To express their fully commitment and support to this EER Award, all of them have signed related letters.</p>

Regional data

NUTS code	ES22	GDP/inhabitant (year)	34.000 (2018)
Population	643,866 (2018)	GDP growth rate (year)	2,8% (2018)
Area in km ²	10,421 km ²	Unemployment rate (year)	9,99% (2018)
Cohesion Policy category	X More developed region <input type="checkbox"/> Transition region <input type="checkbox"/> Less developed region		

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The territorial EER strategy in a nutshell

The Smart Specialisation Strategy - Navarra S3 designed in 2016 includes the four main pillars of the SBA as **promoting entrepreneurship, reduction of regulatory burden, access to finance and markets and internationalization**. This strategy has been implemented through plans developed in 2017, following an open participatory process.

Navarra, a pioneering region in supporting entrepreneurship, founded SODENA (1984) and CEIN (1989), two public entities supporting entrepreneurship and investment. In 2013-2015 it implemented a first entrepreneurship plan. And within S3, a new plan was launched for the period 2017-2019 with a budget of almost 15 million euros.

Today, with an entrepreneurial activity rate of 4.8% and a percentage of companies consolidating at 7.8%, we affirm that Navarra has the challenge of increasing the number of entrepreneurs per inhabitant. The region has managed to generate an ecosystem that allows to have a survival rate higher than the average for European regions.

The year 2020 is intended to be a relevant year in terms of increasing the culture of entrepreneurship, with specific actions and where the EER award 2020 would be the motor of awareness and impulse.

How did you learn about the EER 2019 call?

CoR website

EWRC

Other CoR event

Other (please specify):

E-mail announcement from the CoR

Announcement in CoR Plenary/Commission meeting

Info table at CoR Plenary

Navarra - Fact Sheet

Location:

Navarra, the *Comunidad Foral de Navarra*, is situated in the North of Spain, at the western end of the Pyrenees, where it shares a 163-kilometre stretch of frontier with France. It has a land area of 10,391.08 square kilometres.

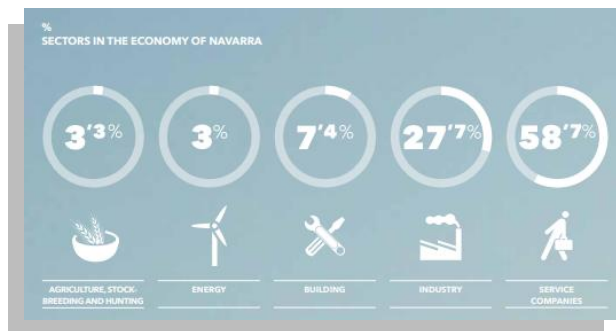


10.391 Square kilometres of territory

Diversified economy and strong industrial sector:

- 32.878 companies. 10% new companies in 2018. More than **125 foreign multinational companies** located in Navarra.
- The **industrial fabric** of Navarra currently plays a major role in its economy, representing more than **28% of GDP**, almost 13 points higher than the Spanish and EU average.
- **Navarra has its own taxation system.**

Pamplona/Iruña is the capital of the region.



Qualified population:

NAVARRA IS IN:

19TH

PLACE AMONG THE 271 EUROPEAN REGIONS, WITH THE HIGHEST LEVELS OF QUALIFIED PEOPLE IN SCIENCE AND TECHNOLOGY

- The region's university system includes **two public universities**: the Public University of Navarra (UPNA) and the National University of Distance Education (UNED) in Pamplona and Tudela and one private university: the Universidad of Navarra (UNAV).
- There is also an **extensive network of vocational training centres**.
- Its inhabitants have the highest levels of education and qualification in Spain.

Navarra Innovation System:

- More than 4.830 researchers in Navarra.
- The two public universities and one private university with more than 1.763 researchers.
- ADITECH (an umbrella organization where most of the region's technology centres come under) that consists of 11 centres in 4 sectors: Agrofood, Biotech, Energy and Industry (850 researchers).
- SINAI, all research entities Navarra R&D and Innovation System
- Navarra Government:
 - Science and Technology Law 2018
 - Budget 2018, 39 million euros for innovation
- 1,73% R&D expenditure of the region/GDP

Navarra public and private entrepreneurship support/Investment System:

- SODENA: Public Company of the Government of Navarra with the mission to capture, identify and promote the generation and development of business projects for Navarra.
- CEIN: European Business and Innovation Centre of Navarra, a public company whose purpose is the encouragement of the entrepreneurial spirit and support for the creation of new companies.
- Investment funds: public (SODENA), private (CLAVE, BA, ...) and mixed public-private funds.

2. Political vision

The competitiveness of a territory is a concept that by its very nature cannot be measured in absolute terms. Therefore, our Regional Strategy drafted a general vision of Navarra competitiveness in comparison to other European regions that share certain initial structural conditions. Comparative values with 15 “benchmark regions” were analysed. A study was used to find regions that share similar structural characteristics on which to construct a strategy. Then **the economic specialisation of the territory was studied using an analysis of the scientific-technological and commercial capacities, as a part of the “diagnosis of regional competitiveness.** A SWOT analysis of the economy of Navarra was elaborated. The relevant points linked to the entrepreneurial strategy:

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> – Population with a high level of university profiles. – High number of companies that introduce technological innovations and new products. – Quality of entrepreneurship: high percentage of companies that survive into the mid-term. – Closeness/accessibility of regional administration, important legislative competences and differentiated tax regime. 	<ul style="list-style-type: none"> – Lack of culture of cooperation and clustering, both at local level and outwards. – Atomised business fabric, with very small companies and self-employed workers (except in manufacturing companies). – Gradual decrease in investment in R&D and patents.
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> – Improvement of cooperation between companies, technological centres and universities as a way to increase commercial and industrial development of existing intellectual property. – Boosting the bio-economy and circular economy, making use of knowledge from agro-food, energy efficiency and waste and resource management. – Foster, develop clinical and bio-medical research. – Improve the regional image abroad by placing value on strengths, attracting investment. – Commitment to stable, mid/long-term of R&D financing. 	<ul style="list-style-type: none"> – Future risk from early secondary school drop-out higher than in the best regions. . – Need to improve recognition of the role of entrepreneurs and their social contribution.

The Regional Strategy of Navarra (RIS3) is the main document that settles the **Vision of Navarra 2030** ([See here](#)). Using the five themes of the strategic vision: a cohesive, healthy, sustainable, industrial and competitive Navarra, six high priority economic areas are proposed. **Via the development of these areas of specialisation and the search for synergies between them, the idea is to generate new opportunities for diversification and entrepreneurship during the implementation phase, creating “bridges” between current strengths and future niches.**

In order to fulfil the RIS3, different tools and plans have been implemented. A number of them support directly the Navarra competitiveness and also, and very important the SBA priorities are:

Tool (Navarra)	Link with SBA
Industry Plan of Navarra 2017-2020	Promote a framework in which entrepreneurs and family businesses can thrive and where business spirit is rewarded / Facilitate access for SMEs to financing
Entrepreneurship plan 2017-2019	Promote a framework in which entrepreneurs and family businesses can thrive and where business spirit is rewarded
Science and Technology plan (2017-2020)	Promote the updating of professional qualifications in SMEs and all forms of innovation
Venture Capital	Facilitate access for SMEs to financing
One stop shop scheme (One-stop window)	Make administrations permeable to the needs of SMEs
Clusters Policy	Promoting entrepreneurship and internationalisation
Social Economy Plan of Navarra 2017-2020	Promoting entrepreneurship / Access to market / Access to finance

Parallel to these plans, three laws of impact have been modified/developed in the support to the entrepreneurship of the region:

- **FORAL LAW 26/2016, of December 28, of Corporation Tax,** improvements have been incorporated in the support measures for entrepreneurship
- **FORAL LAW 15/2018 of science and technology,** with 20 principles highlighted: To promote the emergence of new entrepreneurial initiatives and innovative technology-based

entrepreneurship based on research results / Promote cooperation and stimulate the transfer of knowledge of research from Navarra R&D and Innovation System, to the productive and social system and to society / Encourage the return of talent with the necessary measures of logistical support, entrepreneurship or promotion of hiring.

- **Reform of December 23, 2014, of FORAL LAW of Corporation Tax.** New tax deductions for investments in production for Creative and Digital Industries.

And different programmes/actions of impact on entrepreneurship:

- <http://investinnavarra.com/es/por-que-navarra/ayudas-e-incentivos/>
- <http://www.cein.es/crea-tu-empresa/> / <http://www.cein.es/crecimiento-para-tu-empresa/>
- **Orizont Programme and Medtech Programme.** BUSINESS ACCELERATOR IN FOOD AND HEALTH SECTORS. SODENA programme in collaboration with CEIN.
- Network of entrepreneurship support entities: <http://www.navarraemprende.com/>
- Fund TechNavarra. Specialised fund technology transfer.
- Private programme of the University of Navarra. Innovation Factory <https://www.unav.edu/web/empredimiento/presentacion/universidad-emprededora>
- Agreement with the Public University of Navarra. LUCE (UPNA – CEIN). <http://www.cein.es/crea-tu-empresa/luce-laboratorio-universitario-de-creacion-de-empresas/>

Current situation:

The current situation shown by **the report on Navarra in the Global Entrepreneurship Monitoring (2018)** is that Navarra with 31.7% is clearly below the European average (42%) in terms of the perception of good opportunities to undertake business. This is probably reflected in the low level of entrepreneurial activity (4.8%), below the Spanish and European average. However, the region's entrepreneurship is of high quality as only the Netherlands and Switzerland have a better percentage of consolidated entrepreneurs than Navarra over the adult population, probably as a result of the support ecosystem for entrepreneurs in the region. Ecosystems designed and structured within the entrepreneurship plans.

In the last 7 years the region has invested more than 35 million euros in two entrepreneurship plans (2013-2015 and 2017-2019) and according to the available data we were close to or even exceeded some of the objectives set for the end of 2019:

- Maintain a good position trying to achieve a leader position in the indicator of longevity of the projects. We intend to exceed the 9.5% rate. Already in 2017, 7.8%, above the European average was achieved.
- Improve by 25% the entrepreneurial activity rate going from 3.9% (GEM 2014) to 5%. Reaching 4.8% at the end of 2017.
- 5% annual growth in the number of active companies in Navarra. We start from a figure of 37,983 in 1-1-2016, which represented a 3.4% growth over the previous year. Reaching 10% annual growth in 2017.

2020 Actions

At this moment the region is defining its third entrepreneurship plan for the period 2020-2023. Navarra is already a leading region in business consolidation. **Its goal for 2020 will be to take the first step towards leadership in the generation of new companies.** This plan will reinforce the pillars of the previous plans, with a great boost of awareness and entrepreneurial culture. The ambitious goal will be to increase APR by 25%, from 4.8% to 6%. And for this the consequence will mean a boost in what will be the key to this period, communication.

3. Governance and partnership



Navarra has implemented the most common governance model based on the S3, the so called quadruple helix for regional development, based on **participation of the economic-productive sector, the knowledge-related sector, public administration and civil society**. The RIS3 of Navarra is therefore the outcome of a participatory process transferring this work to society by opening the strategy to all citizens via public consultation.

The S3 Strategy has included the four main pillars of the SBA as (i) **promoting entrepreneurship**, (ii) **reduction of regulatory burden**, (iii) **access to finance and access to markets** and (iv) **internationalization**. Navarra takes advantage of the synergies of a well-structured internal Governance of the S3 **to drive the EER strategy in the different plans. Where the principal stakeholders are:**

- **Government of Navarra. Department of Economic Development.**
- **SODENA**, public company of the Government of Navarra with the mission to capture, identify and promote the generation and development of business projects for Navarra, **internal coordinator of the S3.**
- **CEIN**: European Business and Innovation Centre of Navarra, a public company whose purpose is the encouragement of the entrepreneurial spirit and support for the creation of new companies.
- **ADitech (coordinator of tech centres + strategic companies, that are part of its board)**
- **Parliament of Navarra**
- **Local Administration** gives to the quadruple helix a strategic role in the internal governance of the EER strategy.
- The two public **universities** and one private university.

All of them have signed letters of support and commitment. All of them have signed commitment letters to support the EER Strategy.

S3 strategy has been implemented through various plans, all of them integrated and with synergies. Being the plan leader of the EER strategy the Entrepreneurship plan. This plan was developed in 2016, in the period of 6 months, through the collaboration of 46 Navarra institutions and more than 80 experts. The work methodology has been through the work of 8 thematic tables on the key aspects for Navarra (Talent, Development and Creation, Society, Innovative Entrepreneurship, Economic Support, Self-Employed, New Technologies and Entrepreneurship from the company), guided by the coordination table.

To ensure and monitor the implementation of the actions included in the Plan, and to assure the compliance of its objectives, deadline and budget, the following governance model has been generated:

- **Coordination Committee**, formed by members of the Government of Navarra and other entities of the public sphere, with meetings four times a year and that promotes:
 - Maintain the dynamics of the working groups and deepen the coordination and efficiency of the allocation of resources.
 - Align the Entrepreneurship Plan with the challenges of the Smart Specialization Strategy.
- **Scorecard**. With the indicators to evaluate the compliance within the Plan.
- **Annual report**. Quantitative and qualitative analysis of the actions that have been carried out each year of the plan's validity.

This committee also coordinates the public-private partnerships that have been generated as support for some of the actions, both with universities or with private funds.

4. Action plan

The Regional Strategy of Navarra (RIS3) is the main document that settles the Vision of Navarra 2030, a vision that puts entrepreneurship in the middle of the regional strategy "**We bet on a Navarra socially and territorially cohesive, open and interconnected, composed of creative and enterprising people who are involved in a modern and competitive economy, standing out for its industrial strength, its commitment to the environment, health and quality of life, and an environment of transparency and trust, in order to be a benchmark for sustainable development.**"

2017-2019 Entrepreneurship Plan is the tool that establishes the necessary actions and coordinates the different agents, in order to increase the entrepreneurial spirit, start up more viable companies and favour an ecosystem that supports their growth and consolidation, taking into account an egalitarian perspective. The objective is to turn Navarra into a region that offers the best support tools for entrepreneurship, thus contributing to the welfare and development of the community.

Strategic work areas to achieve this general objective:

- Locate and promote entrepreneurial **talent** from an early age and inculcate in society the values of entrepreneurship and prestige towards the entrepreneur.
- Support the **promotion** of new business ideas, so that these materialize in the creation of new companies, and favour its consolidation.
- Within the general support for the creation of companies, consider **innovative technological entrepreneurship** as a type of entrepreneurship with added value, for being intensive in investment in R&D and Innovation, with great potential for national and international growth, and with quality jobs and high qualification.
- Facilitate access to **financing** for entrepreneurs and companies, as well as promoting the use of **new technologies** by new companies as a factor of competitiveness and access to existing or new markets.

The existing Navarra ecosystem is characterized by its efficiency in the use of resources and its clarity in the processes. This allows Navarra entrepreneurs to have clear where to go in the different phases of the entrepreneurship and be supported by entities in each phase.

The actions and strategies of the Navarra Entrepreneurship plan covers the four main priorities of the SBA:

- Promoting entrepreneurship
- Less regulatory burden
- Access to finance
- Access to markets and internationalisation

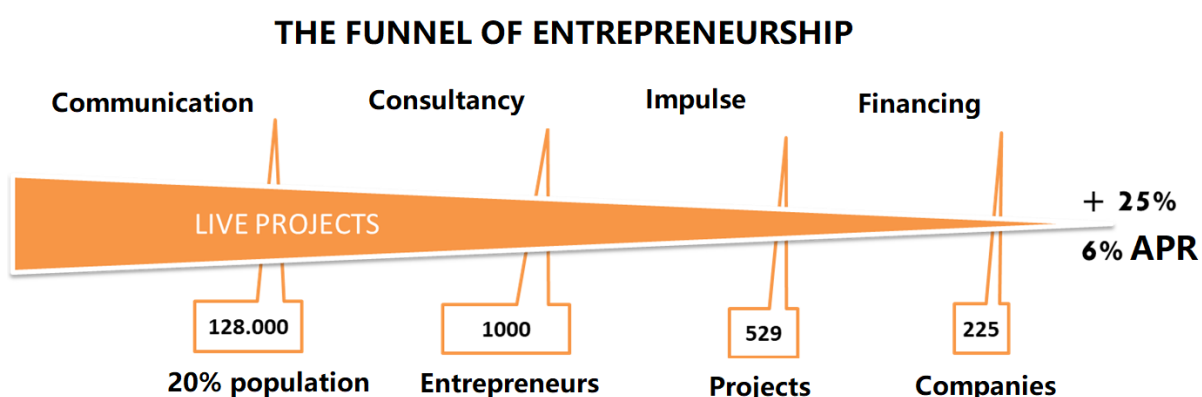
2020 is a year of REVOLUTION. The two previous plans have been a real success in many aspects. **They have generated an efficient and integrated ecosystem of support for entrepreneurship, which has made Navarra a leading region in the consolidation of business and women's entrepreneurship. The goal for 2020 will be to take the first step towards leadership in the generation of new companies.** Without rejecting any of the priorities, 2020 will be focused on priority 1 "promoting entrepreneurship".

In a region with highly qualified people, with a developed entrepreneurship support ecosystem and with a higher than average survival rate of new companies, the challenge for 2020 is twofold:

- **Develop a new, innovative 2020-2022 entrepreneurship plan** that sets out the actions needed to continue on the path of improving survival rate, annual growth and entrepreneur activity rate indicators.
- **Improve the rate of entrepreneurial activity by 25%, objective 6%.**

In order to translate this second challenge into practice, the Government of Navarra, through the steering committee of the business plan, will implement a crash plan.

Six performances within the principle of **STIMULATING TALENT AND BUSINESS INTEREST, ESPECIALLY AMONG WOMEN AND YOUNG PEOPLE**, the great challenge of the region of Navarra.



COMMUNICATION: To promote the values linked to entrepreneurship in the different educational stages and to promote the birth of new companies of students.

Action 1. www.navarraemprende.com

CONSULTING: To favour the processing, advice and viability of newly created companies.

Action 2. Ideation: Entrepreneurial Offices in Vocational Training Centres

Action 3. Entrepreneurship at university

Action 4. From idea to project: advice to entrepreneurs and project development

IMPULSE:

Action 5. IMPULSE OF PROJECTS WITH GROWTH POTENTIAL in two strategic areas for Navarra such as health and agriculture.

FINANCING: Potentiate and communicate all existing financing alternatives

Action 6. Agreements with public and private financiers.

In the following lines we will describe one by one the 2020 actions to achieve the challenge of STIMULATING TALENT AND ENTREPRENEURIAL INTEREST, ESPECIALLY AMONG WOMEN AND YOUNG PEOPLE linked with the priorities of the SBA:

1. WWW.NAVARRAEMPRENDE.COM

OBJECTIVES OF THE ACTION

Centralize and give access to the information related to entrepreneurship in a Web portal, with the goal of making it a reference in our community in entrepreneurial content.

ACTIVITIES TO BE DEVELOPED

- **Review the existing page.** Analyse the website, both in terms of content and focus, speed in searching for information, and other aspects of improvement to be taken into account.
- **Strengthen the Web page.** To make the website known with the aim of becoming the reference portal for entrepreneurship in Navarra, as well as trying to achieve an immediate association of the entrepreneurial citizenry with www.navarraemprende.com. It is possible to carry out SEO campaigns, sponsored advertisements in search engines, written press, press releases, etc. In order to do this, the actions to be carried out must be planned.
- **Updating of Web contents.** Improve the system of transmission of information on the Web so that the different agents can periodically provide news. Also, content that is not news should be reviewed periodically to check its level of updating.
- **Dissemination of news about entrepreneurship.** Sporadically disseminate news on different aspects of entrepreneurship such as business successes, failures, business patronage, calls for aid, awards, entrepreneurship network, and in essence, any news that supports the people who undertake and generates value in the image of entrepreneurship as a generator of employment and wealth in the community.
- **Articles visualizing the figure of the businesswoman.**
- **Channel information from private agents to be disseminated.** To create a system of transmission of information that, relative to entrepreneurship, wants to be transmitted from the private sphere.
- **Training activities** for women, in cooperation with Pamplona City Council

INDICATORS AND MEASURABLE TARGETS:

- | | |
|--|---------|
| • Number of visits to the Web | 128.000 |
| • New contents: news, agenda, documents, stories, etc. | 400 |

RESPONSIBLE ENTITY:

CEIN

2. IDEATION: ENTREPRENEURIAL OFFICES IN VOCATIONAL TRAINING CENTRES

OBJECTIVES OF THE ACTION

Promote and boost the work of the existing entrepreneurship offices in vocational training centres, so that they disseminate entrepreneurship, detecting projects and accompanying the entrepreneurial student body.

ACTIVITIES TO BE DEVELOPED

- **Recruitment of projects.** Collect business ideas immanent to the projects developed by the different educational teams corresponding to each training cycle.
- **Teacher training.** To offer training and information actions specifically addressed to the teaching staff of each centre on the development of business ideas and the implementation

of this programme in educational centres and its relationship with the agents involved in entrepreneurial projects.

- **Business Idea Contest.** To call, periodically, a contest in which students can participate with entrepreneurial projects.

INDICATORS AND MEASURABLE TARGETS:

- | | |
|--|----|
| • Number of ideas captured from activities in VET schools | 20 |
| • Number of training and information activities for teachers | 3 |
| • Number of projects submitted to the competition (disaggregated by sex) | 14 |

RESPONSIBLE ENTITY:

CEIN

3. ENTREPRENEURSHIP AT UNIVERSITY

OBJECTIVES OF THE ACTION

To disseminate the figure of entrepreneur and bring the creation of companies closer to the university community: students, teaching staff and people dedicated to research. Development of entrepreneurial skills through the implementation of programmes for the development of business projects.

ACTIVITIES TO BE DEVELOPED

Activities with students. Accomplishment of activities and programmes to promote entrepreneurship such as sessions, workshops, talks, etc. with students, mainly in the last stages of the degrees.

- **Postgraduate entrepreneurship.** Realization of intensive entrepreneurship programmes and development of business projects at higher training levels.
- **Advice and attention to university business projects.** To offer students the possibility of receiving advice and support for the projects they wish to set up.
- **Dissemination of information of university entrepreneurship.** Production of articles and posts on activities carried out, informative and promotional sessions aimed at the general university community, dynamization of social networks, etc.
- **Networking.** Promote the pooling of R&D and Innovation projects in which technology centres, universities and companies from CEIN's innovation incubator work, with the aim of transferring research to business activity.
- **Acceleration of new companies through government/university collaborations.** Agreements with both the Public University of Navarra and the University of Navarra.

INDICATORS AND MEASURABLE TARGETS:

- | | |
|---|------|
| • Number of students attended | 160 |
| • Number of projects advised | 35 |
| • Number of entrepreneurship sessions with students | 35 |
| • People attending activities | 2000 |

RESPONSIBLE ENTITY:

CEIN

4. FROM IDEA TO PROJECT: ADVICE TO ENTREPRENEURS AND PROJECT DEVELOPMENT

OBJECTIVES OF THE ACTION

To offer entrepreneurs all the advice they need in the different phases of business creation, thus providing the necessary support according to the maturity of the project.

ACTIVITIES TO BE DEVELOPED

- **CEIN Accelerator.** The aim is for entrepreneurs to be able to develop their business model and consider whether or not the idea is viable. In order to do so, group work sessions must be carried out where each project is reflected upon and questioned and the business project with the greatest guarantee in the market is built. In addition to 'building' the business model in a contrasted way, additional sessions are offered to analyse the economic viability of the ideas, obtaining financing, steps to create the company, as well as entrepreneurial skills.
- **Promote the connection between entrepreneurs.** To achieve, by means of conferences, sessions or similar, that entrepreneurs get to know each other to share experiences, knowledge, encourage them to work together, etc. The aim is to carry out these activities on a quarterly basis.
- **Facilitate the testing of ideas.** On a temporary basis, and while a business is being started, a company can be set up to invoice for the entrepreneur, thus avoiding installation costs and the quota for self-employed (ANEL's cooperative model for entrepreneurs). For projects that require public space in urban centres, 'Pop up stores' would be set up, spaces prepared for shops that can temporarily check the success of their products.

INDICATORS AND MEASURABLE TARGETS:

- | | |
|---|-----|
| • Number of projects advised in CEIN accelerator | 480 |
| • Number of companies created from CEIN accelerator | 180 |

RESPONSIBLE ENTITY:

CEIN

5. IMPULSE OF PROJECTS WITH GROWTH POTENTIAL IN HEALTH AND AGRICULTURE SECTORS

OBJECTIVES OF THE ACTION

To favour the implementation of projects which, due to their potential for growth, can generate jobs and which are also highly qualified.

There are six priority economic sectors as **automotive and mechatronics, food chain, renewable energies and resources, health, comprehensive tourism and creative and digital industries**

S3 Challenges by Priority		2017	2020
<i>Priority economic sectors</i>			
Automotive and mechatronics		3.569.300 €	7.350.000 €
Food chain		31.452.153 €	37.745.561 €
Renewable energies & res.		9.712.343 €	17.636.912 €
Health		5.066.851 €	12.100.000 €
Comprehensive tourism		719.759 €	2.393.305 €
Creative and digital industries		576.500 €	510.455 €
TOTAL		51.096.907 €	77.736.232 €

This action will focus on Health and Food chain sectors, where currently there exist two sector accelerators.

ACTIVITIES TO BE DEVELOPED

- **Entrepreneurial impulse action.** To develop a programme of public-private collaboration, where there is a mentoring and financial support by private companies sponsors, as well as a programme of acceleration and free access to incubators by the public sector. Implemented in two strategic sectors: agriculture and health...
- **Orizont Programme.** Accelerator in projects in the agri-food sector, which receive financing, access to the agri-food incubator, support from companies in the sector and an acceleration programme to develop their business project.
- **Medtech Programme.** Accelerator in projects in the health sector, which receive financing, access to the agri-food incubator, support from companies in the sector and an acceleration programme to develop their business project.
- **Network of mentors.** Continue with the existing network so that various projects have the input and advice of an expert. Aimed mainly at projects with a certain potential for growth or differentiation. It also establishes the need for a protocol for the functioning of the network of mentors.
- **Advanced services.** Establish a set of support services, prior analysis of the situation of the value chain and current regional support, to provide a differential value and overcome the difficulties of innovative projects. Some examples would be IP services, market analysis, prototyping, assisted management, etc.
- **Integration of market agents in the processes of innovative entrepreneurship.** Search for activities and programmes to integrate different agents, such as tractor companies, venture capital entities, technology centres, etc., in processes of innovative entrepreneurship. Articulate a system of access to some initial needs of this type of projects, such as existing equipment or databases that agglutinate these agents.

INDICATORS AND MEASURABLE TARGETS:

- | | |
|--|----|
| • Projects selected in the Entrepreneurial impulse programme | 20 |
| • Projects selected in the Orizont programme | 22 |
| • Mentored projects | 44 |

RESPONSIBLE ENTITY:

CEIN

6. AGREEMENTS WITH PUBLIC AND PRIVATE FINANCIERS.

OBJECTIVES OF THE ACTION

Support the project from a financial point of view

ACTIVITIES TO BE DEVELOPED

- **Diagnosis of public and private financing opportunities** in the process of creating the new company.
- **Public aid:**
 - To obtain an exemption from some initial expenses inherent to the beginning of the activity, as well as other significant expenses in this phase of the company. Contribute, from the fiscal point of view, a series of advantages both to investors in new business projects and to the project promoters themselves.
 - Intensification of public aid for women
- **Private grants:** To publicize entrepreneurship projects to individuals or entities that can provide financial resources.

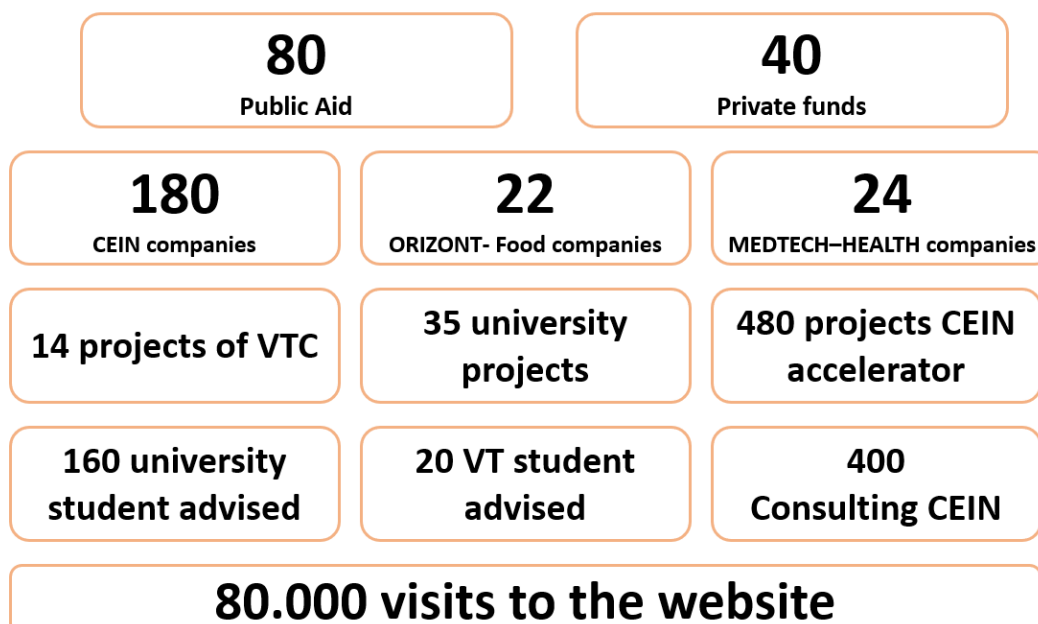
INDICATORS AND MEASURABLE TARGETS:

- | | |
|--|-----|
| • Number of diagnostics | 200 |
| • Number of enterprises receiving public aid | 80 |
| • Number of entrepreneurs presented to private funds | 40 |

RESPONSIBLE ENTITY:

CEIN

RESULTS 2020



MONITORING AND FOLLOW-UP:

46 public and private stakeholders work together with the Government implementing this Plan. Monitoring is carried out through “work desks”. There is a General Coordination Desk and another eight sectorial desks, such as the “Talent Desk”, “Stimulus and Creation Desk”, “Society Desk”, “Innovative Entrepreneurship Desk”, “Financial Support Desk”, “Autonomous Desk”, “New Technologies Desk” and “Corporate Entrepreneurship Desk”. Those comprising the various desks are in charge of assessing the level of achievement of the 29 actions of the Entrepreneurship Plan.

5. Communication plan

The communications policy for Navarra is composed of two key elements: 1) the internal communication within the region, and 2) the external dissemination of the same.

With regard to the **internal regional dissemination**, we highlight the following actions:

- Design of the brand and visual guidelines of the initiative.
- Communication Departments of the Government of Navarra, public companies and research centres will be involved in this task multiplying dissemination with press releases and press conferences focused on the Media outlet. Articles and interviews will be also promoted.
- Include references to the European Entrepreneurial Region (EER) in all of the websites that carry out activities within the framework of implementing the SBA [Small Business Act] priorities (websites of the Government of Navarra, CEIN (*Centro Europeo de Empresas e Innovación en Navarra* [European Centre for Enterprises and Innovation in Navarra]), SODENA (*Sociedades de Desarrollo en Navarra* [Companies under Development in Navarra]), ADitech [Advanced Innovation and Technology Corporation], etc.).
- Coordinate over social media networks and create a post of Coordinator in communicating the EER Navarra seal. Social Media channels of the organizations mentioned before will be involved in the Digital Strategy to shared information about the EER Navarra seal and foster conversations and interactions.
- Newsletter with the last news created around the initiative.
- Day of the Entrepreneurship of Navarra. In coordination with other already existing activities as the “Internationalisation Day of Navarra” or the “Innovation Journeys ([Science Ekaitza](#), science and technology festival for everyone, which will bring science closer to society)
- The Communication Plan will include the organization (at least one every three months) of events. Seminars, workshops and conferences will be carried out with the aim of raising awareness of the SBA priorities and how they fit in with the actions that the Government of Navarra is carrying out, but with better knowledge of the European context in which it is being developed. The Media will be invited to these events.
- Communication Materials: Leaflets, brochures, infographics and innovative formats will be considered to promote activities and offer information to the interested audience. Contents and “calls to action” will be adapted depending of the different public.
- Preparation of a practical manual about the SBA and the importance of its implementation in the region.
- Inform about the public aid available to enterprises and about the global subsidies through the following media: publications in the Official Gazette, various delegations and information bureaus of intermediary bodies, adverts posted on social media channels and publication of pamphlets, leaflets and other promotional materials.
- Disseminate information about training, employment and human resources activities through the main professional training bodies, employment agencies, companies and business associations and learning centres of the Region.

- Creation of posters, which highlight Navarra as an EER region and the corresponding fund to be showcased in public spaces.

We should bear in mind that the Territorial Strategy of Navarra, as well as all of the Plans that have been described above, have been prepared through a participatory and open process. With regard to the S3 Strategy, more than 100 associations and entities representing the quadruple driving force are present in the monitoring and follow-up of the same. The information being disseminated must reach all of these parties that are involved. For each of the actions detailed in the Communications Plan, the target audience (women, young researchers, people at risk of social exclusion, immigrants, etc.) will be analysed and the content will be adapted accordingly to reach the appropriate dissemination of results and dissemination of information.

With regard to the **extra-regional dissemination**, outside of the region, we highlight the following:

- Disseminate across various European initiatives for cooperation in which Navarra is involved, such as: the Eurorregión Euskadi-Navarra-Aquitania, Comunidad de Trabajo de los Pirineos (CTP), Arco Atlántico, Conferencia de Regiones Periféricas y Marítimas (CRPM), European Regions Research and Innovation Network (ERRIN), Vanguard Initiative, European Network of Cities and Regions of Social Economy (REVES), Social Economy Europe or European Association of Economic Development Agencies (EURADA), to mention the more relevant ones. Joined press conferences among the entities will be organized, and press releases will be periodically launched coinciding with specific milestones.
- Organise at least two “Local Events” of the Regions Committee during the year 2019 in order to promote the EER Region.
- Promote the organisation of an *Innovation Camp* with another region, particularly lagging regions.
- Organise an event within the European Week of Regions and Cities for the promotion of the EER of Navarra seal.
- Work with the Media. Journalists will be invited to participate in all events and contacts with them will be promoted.
- Encourage participation in EU projects with other regions that work toward developing SBA priorities (Inter-regional Europe, etc.). Specific meeting will be organised.
- Promote the figure of “EER Ambassador” within the Committee of the Regions, proposing a concrete calendar of events to be hold during the 2019 period, in coordination with SEDEC and COTER committees, and in a full contact with the European Commission.
- Promote regional stakeholders exchanges between European regions aligned to SBA priorities aiming the give-and-take innovative good practices on entrepreneurship, by organizing thematic regional workshops. At least one workshop will be organised together with each region

In any case, the Delegation from the Government of Navarra in Brussels will be responsible for publishing a Communications Action Plan with the EER Navarra seal and for disseminating it to the relevant entities. It is planned to hire a person in Brussels to act as a coordinator within EU and Navarra’s activities.

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