



**European Committee
of the Regions**

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

Application Form



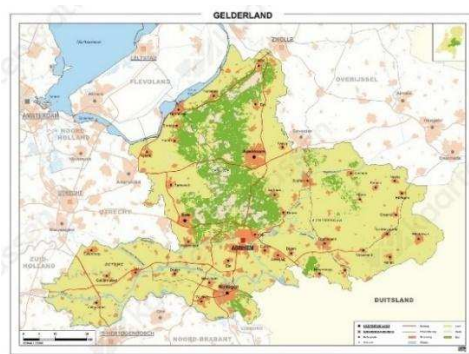
European Entrepreneurial Region

European Entrepreneurial Region Award

2019

[Province of Gelderland, the Netherlands]

1. Fact sheet



General information

Name of the territory	Province of Gelderland
Date of application	April 17, 2018
Political endorsement	Michel Scheffer, Board member Province of Gelderland, responsible for economy, education & employment at regional level and international relations. Chairman of the Steering Committee for the Dutch-German Interreg V-A programme. Alternate Member of the Committee of the Regions (since 25-09-2017).

Regional data

NUTS code	NL22	GDP/inhabitant (year)	€ 34.673 (2016)
Population	2.047.901	GDP growth rate (year)	2,3% (2016)
Area in km ²	5.136,31	Unemployment rate (year)	3,7% (2017 Q4)
Cohesion Policy category	<input checked="" type="checkbox"/> More developed region <input type="checkbox"/> Transition region <input type="checkbox"/> Less developed region		

Contact details

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Key figures Gelderland

	Province Gelderland	Nederland
Population 2017	2.047.901	17.081.507
Population density (persons/km ²) 2017	412	507
Labor force 15-74 jr. 2016	1.080.440	8.942.000
Participation level (%) 15-74 jr. 2016	70%	69%
Jobs 2016	976.560	8.253.390
Unemployment in number of persons 2016	61.280	538.000
Unemployment in % 2016	5,7%	6,0%
Average income per inhabitant (x1.000 euro) 2013	33	38
Surface (km ²) 2017	5.136,31	41.543,02

Source: opendata.cbs.nl/statline

This application for the EER label 2019 is initiated by the regional authority, the Executive Board of the Province of Gelderland. Separately enclosed you will find the 'declaration of political commitment'. The main actors and partners mentioned in the EER application have expressed their commitment and collaboration for the initiatives mentioned in this proposal. You will find support letters of some of them with this application.

Enclosed with our application by email:

- Factsheet Province of Gelderland
- Declaration of political commitment by the Executive Board of the Province of Gelderland
- Letters of support by stakeholders (Oost NL, Artez, Novio Tech Campus)
- Video Gelderland from the sky: <https://www.youtube.com/watch?v=lWiu54x3iR4>
- Netherlands Food Valley <https://www.youtube.com/watch?v=EtwSmpZAKjs>
- Netherlands Health Valley <https://www.youtube.com/watch?v=CaW88KCayFM>
- VR experience of The Economic Board http://www.mizmo.nl/work_teb.html
- Artikel on Wageningen University/FoodValley: www.nationalgeographic.com/magazine/2017/09/holland-agriculture-sustainable-farming/

The territorial EER strategy in a nutshell

Please provide a brief synopsis of your EER strategy (including the added value of the EER award for your territory) in a maximum of 200 words.

Gelderland is an excellent location for enterprises and currently in the top 20 of economically most competitive EU-regions. Gelderland is an Innovation Leader according to the Regional Innovation Scoreboard. The key objective of the strategy of Gelderland is to develop its economy into an internationally competitive and sustainable economy, using objectives of the Europe2020 strategy: 1) increased R&D, 2) higher employment levels, 3) sustainable economic growth and 4) raise the education level.

Gelderland focuses on 1. Food & Agri, 2. Health & Life Sciences, 3. Energy & Environmental Technology and 4. Manufacturing industry and creating cross-over innovations with Creative industry, Fashion and Logistics. Milestones for 2020 are 1) top 5% of economic competitiveness EU-regions, 2) 3rd economic strongest province in NL, 3) internationally recognized as attractive region for innovative businesses and 4) suitable venture capital instruments for businesses.

By selecting Gelderland for EER2019, the province:

- will act as a peer region to transfer knowledge and experience of financial instruments to boost regional implementation to support entrepreneurship;
- can boost its own implementation activities on entrepreneurship;
- can together with other regions further develop the regions and EU strategies in the context of new programs to be developed after 2020.

How did you learn about the EER 2019 call?	<input type="checkbox"/> CoR website <input checked="" 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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Please keep the fact sheet to one page. Please use English only.

2. Political vision

The economic starting point and Entrepreneurial potential

Gelderland is stimulating the regional economy primarily by the focus on economic strength, interconnection and a vital environment and connects businesses nationally (e.g. Overijssel, Utrecht and Noord-Brabant) and internationally (e.g. North Rhine-Westphalia in Germany). Its entrepreneurial and knowledge potential is strong, because of two universities (Wageningen UR and Radboud University Nijmegen) and multiple higher education institutes and three important clusters Food Valley NL for Food & Agri, Health Valley for Health & Life Sciences, and KIEMT for Energy and Environmental Technology. Stakeholders in Gelderland provide solutions which address important challenges from the EU2020 Growth Strategy, such as Health and wellbeing, Food security, sustainable agriculture and bio-based economy which is reflected in the recently renewed innovation profile of the region East-Netherlands and its two flagships: 1. smart and sustainable industries and 2. concepts for a healthy life.

The three clusters have a network and a physical dimension reflected in the related campuses which are developed. In this way the clusters bring together education and research institutes, larger companies, SMEs and start-ups. The experience is that new products and processes needed to solve societal challenges are complex and often involve cross-overs of different high-tech technologies. For this reason, Gelderland works with various triple helix organizations. Via the regional development agency Oost NL, cluster organisations and Regional Centres for Technology (RCT) regional networks are formed and connections and cross overs are made with companies and stakeholders from multiple sectors. The added value of Gelderland and its related organisations in its focus sectors and social challenges is that there is an extensive regional, national and international network which can connect complementary entrepreneurs, investors and financial experts also internationally.

SWOT Analysis Top Sectors Gelderland

Gelderland is focussing on 4 Top Sectors: Health, Food & Agri, Energy & Environmental Technology and the Manufacturing Industry.

	Strengths	Opportunities
Health & Life Sciences	<ul style="list-style-type: none"> · Cooperation within Nijmegen on the cutting edge of semiconductors and Health on national level. · Business Development capacity at Novio Tech Campus · Established network (triple helix) · Knowledge institutions, academic hospitals and companies present. 	<ul style="list-style-type: none"> · Aging life sciences and health are a growth industry · Cross-over opportunities with Food & Agri cluster and high-tech semiconductors industry · Attendance of smaller niche players start-ups and entrepreneurs · More attention for preventive healthcare
Food & Agri	<ul style="list-style-type: none"> · Presence of strong players (Wageningen University, Unilever). World renowned. · Food Valley is Internationally regarded as global leader in this field. · The Netherlands is leading worldwide in many sub-areas of agri-food technology and export (poultry, dairy, horti-, floriculture) 	<ul style="list-style-type: none"> · Unique network of worldwide alumni · Competences biobased economy · R & D component in agri-food continues to increase · Food is important segment in FDI · Food is on the political societal agenda · Overlap with Health & Life Sciences

Energy & Environmental Technology	<ul style="list-style-type: none"> · Presence of strong industry players (Tennet, Alliander, NRG, DNV KEMA) and experimental campus Kleefse Waard / Energy Business Park · Important cluster energy: in the local Arnhem region · Worldwide unique high-voltage lab 	<ul style="list-style-type: none"> · Cutting surface with food (biobased) and HTSM · Economic importance transition to sustainable energy, increased relevance because of decrease national natural gas production. · Opportunities in Germany, especially NRW
Manufacturing industry	<ul style="list-style-type: none"> · Potentially high innovative capacity · Cooperation with knowledge centres · The Netherlands remains attractive for specialized production, strong export position. · Presence of open innovation centres (Fablabs, Novio Tech, Advanced Packaging) · 	<ul style="list-style-type: none"> · More innovation through better cooperation. · Strengthening cluster increases export and FDI · Increased need high tech expertise · The trend of 'reshoring' · Manufacturing industry is part of three top sectors and can strengthen it · Utilizing INTERREG programs with German regions (strengthening SMEs competitiveness)
	Weaknesses	Threats
Health & Life Sciences	<ul style="list-style-type: none"> · Cluster has lower distinctive character compared to competing clusters as health is a strength in multiple regions in other countries. 	<ul style="list-style-type: none"> · Ascending care costs · High innovation cost need substantial innovation and investment funds · Classic pharma industry under pressure
Food & Agri	<ul style="list-style-type: none"> · Spin outs of start-ups and financing and development of scaleups, not as efficient as benchmark regions in US. · Lower investments in research the past years of economic decline 	<ul style="list-style-type: none"> · Increased competition from other regions · No optimal cooperation yet · Shortage adequately qualified labour, further improvement international inflow of talent needed.
Energy & Environmental Technology	<ul style="list-style-type: none"> · Cluster is still under construction. · Limited profiling, nationally and almost non-existent internationally 	<ul style="list-style-type: none"> · Focus of the cluster (choice is necessary to be distinctive) · Availability of qualified personnel
Manufacturing industry	<ul style="list-style-type: none"> · Availability of adequately qualified labour · Press on margins · Insufficient focus and visibility · Competitive regions within the Netherlands 	<ul style="list-style-type: none"> · Too much internally oriented, little focus on open innovation · Protection of knowledge, especially when exporting and / or settling in emerging markets · Excessive dependence on a limited number of customers · Limiting expansion opportunities due to rigid financing requirements for SMEs (such as export guarantees)

Ultimately, the following strategic lines can be derived per top sector.

- **Health & Life Sciences:** the emphasis is mainly on activities related to international marketing and acquisition. Based on a concrete proposition in which the Novio Tech Campus can also get a position.
- **Food & Agri:** emphasis on acquisition, increasing strength of campus and cluster development, especially on entrepreneurship and start-ups. In addition, priorities must be set for continued trade promotion and internationalisation.
- **Energy and Environmental Technology:** emphasis on completing the cluster, the proposition and the branding and linked to additional activities in the field of business development.
- **Manufacturing industry:** the importance of Current Investor Development (CID) for all segments is substantial. This is the basis for elaboration of other activities in the field of internationalization. Also, the cross-sectoral links need to be made with the other strong clusters.

EER Goals 2018-2019 and beyond

Entrepreneurs, SME and larger businesses will be the key focus of the EER 2019 year. Together with stakeholders (expert/steering committee) Gelderland will ensure that the activities are carried out conform to the European Committee of the Regions (CoR) goals including:

- the Small Business Act for Europe,
- Entrepreneurship 2020 Action Plan,
- the EU Green Action Plan for SMEs.

The province will perform these goals by:

1. Promoting entrepreneurship through the De Startversneller© (Start Accelerator)
2. Access to markets and internationalisation through new project GO4Export and export promotion in De Groeiversneller© (Growth Accelerator)
3. Less regulatory burden by an efficient Startup and SME support program and new cooperation between support organisations in De Groeiversneller© (Growth Accelerator)
4. Access to finance by setting up a new combined early stage fund with public and private partners in the region.
5. Support circular economy and energy transition with support programme for SMEs De Groeiversneller Energy© and implementing and supporting the regional energy strategy. See also <http://www.geldersenergieakkoord.nl/> (in Dutch).
6. Supporting entrepreneurs in crucial phases of the spin off and development and entrepreneurial training by supporting the academic and higher education cluster strategies for food, health, energy;

Available resources and approach in Gelderland

For this purpose, Gelderland stimulates entrepreneurial skills, R&D and valorisation projects through the contribution in knowledge and expertise, but also financially through the co-financing of European programs (*EFRO/OP-Oost*), POP3 and Interreg) and through the MIT program with the (national) Ministry of Economic Affairs & Climate. In addition, work is ongoing to obtain EFSI funds from Europe for investments in Gelderland and to initiate and develop new specific regulations for SMEs: De Groeiversneller© (Growth Accelerator) and De Startversneller© (Start Accelerator). In addition to this the Top Fund Gelderland is available to SMEs for larger capital needs (scale-ups). The Fund operates as a revolving fund. Where developments require substantial private investments, knowledge and specific expertise (Oost NL, Valley's) is used to relate investors with regional companies in Gelderland.

Gelderland wants to inspire the business community with, for example, hackathons on social and environmental issues, stimulate creating a digital knowledge platform on cooperation between education and business and facilitating experiments (R&D and demos). These can be creating practical experimentation environments (Proeftuinen) on Smart Industry, Bio-based or Circular Economy or Mobility (WePod, unassisted human driver transportation between Wageningen Campus and Ede-Wageningen station). It presents testimonials of ambitious entrepreneurs which on one hand bringing economic growth and on the other hand solve our societal challenges, to inspire others.

3. Governance and partnership

In autumn 2017, an expert group including Regional Departments, State Agencies, Local Authorities and regional business leaders has formed to plan the presented activities in Gelderland EER 2019 bid. The different parts of the strategy have different governance lines depending on the specific action:

- Startup Gelderland: stimulating start-up and scale-up support and facilities and campuses.
- Regional Economic Boards: implementation of regional strategy through a triple helix approach.
- Regional agenda per cluster for its long-term strategy and implementation.
- Shareholder and ordering party of the regional development agency and regional centre for technology.

As part of the Action & Communication EER plan, a steering group will be composed on a quarterly basis. The group will coordinate the actions throughout the EER 2019 year.

The regional, local and sectoral stakeholders brought together by Gelderland to formulate the EER policy and 2019 bid have a clear commitment to ensuring a partnership approach in this action.

Many of the involved stakeholders are active as entrepreneurs throughout Gelderland.

The Economic Board is a triple-helix collaboration between government, knowledge institutions and the business community in the Arnhem - Nijmegen - Wageningen region. As innovation engine, businesses are connected and innovations in the top sectors Food & AGgri, Health and Energy and crossovers between them are stimulated. As international connections are very important for the growth of the region, the region is represented at important trade fairs such as the Hannover Messe.

Briskr is founded to stimulate entrepreneurship and innovation for the Health, Life Sciences and High-Tech industries in the Gelderland region. Briskr has been launched by Municipality of Nijmegen, Health Valley, Kadans Science Partner, Novio Tech Campus, Oost NL, Province of Gelderland, Radboud University, Radboud University Medical Centre and SMB Life Sciences. This partnership is strengthened by the associate partners of Briskr: Business Cluster Semiconductors, Rabobank Rijk van Nijmegen and The Economic Board. Briskr takes part in economic boards, steering committees in the region, consults with the Ministry of Economic Affairs and connects hubs.

StartLife is a the agritech start-up support program and supports entrepreneurs and their teams as they develop innovative business ideas into global enterprises with a lasting impact. StartLife consists of more than 170 start-ups. For start-ups, the StartLife Incubation Programme is created. This is a three-stage process that helps design a solid business plan, understand customers, and become investor ready. To fund initial business activities, start-ups that participate in the StartLife Incubation Programme can apply for a pre-seed loan. Moreover, StartLife has a specific offering for students looking for funding, as well as an extensive network of investors that can provide additional funding. To complement its Incubation Programme, StartLife organises workshops and events that improve the competences of start-up teams.

Gelderland Valorised, focusses on higher education and a number of specific sectoral segments: energy, chemicals, creative sector, ICT and manufacturing. It supported a total of 160 companies are supported with a loan, innovation voucher, guidance or a training course by Gelderland valorised. 34 companies have received a total of 3 million in loans in a stage where other financiers still considered the risk too great. Many of these companies would not have started otherwise! These companies have now obtained almost € 9 million in new investments to finance their growth. For employment in Gelderland it is important that support for innovative start-ups continues. That is why Universities, KiEMT, Rabobank, Oost NL and the province of Gelderland, are continuing with a new program under the name ORION (Entrepreneurs Route to Innovation, Entrepreneurship and Networks).

The total expert group is currently comprised of:

- Province of Gelderland,
- 53 Municipalities in Gelderland,
- Oost NL,
- Food Valley NL,
- Health Valley,
- Stichting KiEMT,
- The economic Board
- Briskr
- StartLife
- Orion (Gelderland Valoriseert)
- ArtEZ University of the Arts, Arnhem,
- Novio Tech Campus Nijmegen,
- Wageningen University & Research,
- Radboud University Nijmegen,
- Hogeschool Arnhem Nijmegen,
- HBO organisations in Gelderland,
- Chamber of Commerce,
- Sector- en SME-related organisations (VNO-NCW, MKB NL),
- Regional Centre for Technology,
- StartupDelta,
- Regional Business clubs.

4. Action plan

Central focus in the economic policy of the province of Gelderland for the period 2016-2020 is the ambition: 'To keep jobs for citizens in Gelderland and to allow companies to create new jobs, we are working on the economy of the future: circular, innovative and international! To realize this, Gelderland works on the following strategic objectives:

1. Strengthen SME's broadly;
2. Strengthen work locations;
3. Strengthen partnership and implementation policy.

1. Strengthen SMEs broadly

The support of the province Gelderland is focussed on the complete SME sector and three important goals can be distinguished:

- 1.1 Linking education with the labour market
- 1.2 Innovation and entrepreneurship in SMEs
- 1.3 Internationalization of the economy of Gelderland

1.1 Linking education with the labour market

The presence of sufficiently well-trained personnel in line with the demand from the business sector in Gelderland is an important condition for a competitive business climate.

Gelderland wants to focus on continuing education (lifelong learning) of staff, so that companies can continue to develop and innovate. This is of direct importance to the Gelderland economy for the creation of new products and services.

The policy goals in education and employment opportunities are:

- 1 Strengthen human capital infrastructure;
- 2 Stimulate new educational and employment concepts;
- 3 Support organizational capacity of regions in Gelderland;
- 4 Promote Sharing of expertise and knowledge.

In the policy framework '*Onderwijs en arbeidsmarktbeleid Gelderland 2016-2020 (PS 2016-34)*' an extensive elaboration of the policy objectives education-labour market and associated implementation is included. This consists of the following parts:

- ✓ Action 1. Investing in craftsmanship and entrepreneurship (Human Capital Infrastructure)
- ✓ Action 2. Encourage the development of new educational and labour market concepts
- ✓ Action 3. Support the organizational capacity of labour market regions
- ✓ Action 4. Sharing knowledge and inspiring

1.2 Innovation and entrepreneurship in SMEs

In recent years Gelderland has invested in a vital innovation infrastructure such as forming R&D locations and facilities for start-ups and existing companies. Regional agencies (FoodValley.nl, HealthValley, KIEMT), the Gelders Regional Centre for Technology, Greenport Gelderland and Logistics Valley can assist companies to find the right entrance. They can also match companies from different sectors and across national borders. In the coming period, more attention will be paid to opportunities for crossovers in the chain (between innovation and production). This policy has a positive effect on regional employment especially where innovation leads to production.

The policy goals for 2016-2020 are:

- 1 Support companies to actually bring innovations to the market;
- 2 Providing access to cross-over ideas and techniques available in companies in other sectors;
- 3 Inspire and support companies in the transition to circular economy and smart production;
- 4 Further strengthen the industrial base in Gelderland;
- 5 Help entrepreneurs with ambition and growth potential to develop faster.

In order to realize set policy goals, five actions are defined:

- ✓ Action 1. Gelderland as field labs in Europe for market-oriented innovative product development
- ✓ Action 2. Support companies in the transition from linear to circular
- ✓ Action 3. Working on the industry of the future
- ✓ Action 4. Gelderland as a breeding ground for entrepreneurs with the ambition and potential to grow

1.3 Internationalization of the Gelderland economy

Internationalization of the Gelderland economy is of increasing importance. The Central Bureau of Statistics has calculated that one third of the employment in the Netherlands is related to exports. As a result of globalization, European regulations, increasing mobility of people and goods, economies become increasingly intertwined. Meanwhile, the domestic market hardly grows anymore. Economic growth can be achieved by an increased focus on foreign markets.

The policy goals for this period are:

- 1 Encourage foreign companies to settle in Gelderland;
- 2 Encourage (foreign) companies to invest in Gelderland;
- 3 Support and stimulate Gelderland companies in cross-border cooperation and trade (including promotion).

In order to realize set policy goals, four actions are defined:

- ✓ Action 1. Investment promotion and acquisition
- ✓ Action 2. Facilitate export of products and services to Germany and China
- ✓ Action 3. Optimal use of EU programs and stimulate regional companies to join European cooperation
- ✓ Action 4. Economic branding of Gelderland

2. Strengthen work locations

Attractive work locations are a precondition for the economic development of companies in Gelderland. After all, a company must be able to do business in a good location. As a province, together with the involved municipalities, Gelderland ensures that the right company can settle in the right place and develop within the framework of legislation and regulations. In this policy framework, we focus on different types of work locations, namely: Business parks, Office locations, Campuses and Inner cities.

The policy framework for the work locations of agricultural and horticultural businesses is currently being elaborated in the 'plus policy' within the framework of the environmental vision and regulation.

In order to realize set policy goals, five actions are defined:

- ✓ Action 1: Facilitate entrepreneurs through a 'Red carpet approach'
- ✓ Action 2: Regional Programming of work locations
- ✓ Action 3. Campuses as the connecting link
- ✓ Action 4: Investing
- ✓ Action 5: Connect and Inspire

3. Strengthen partnership and implementation policy

3.1 Reinforcement of Gelderland Investment climate

Gelderland is focusing on (revolving) financing with exclusively Gelderland public funds (Topfonds Gelderland) to (revolving) co-financing in cooperation with the capital market, with the highest possible multiplier. In this way, not more funds than is strictly necessary is applied to bring the private capital market to co-finance the Gelderland objectives. This results in the maximum use of the European Fund for Strategic Investments EFSI, which was established by the European Commission to (more than) compensate the consequences of the past economic recession and banking crises. EFSI makes it more attractive for the capital market to (co-)finance SME and mid-cap companies. Gelderland will further investigate the development of a new central fund build on the current 7 small Start-up funds and seek further cooperation with the newly to be generated national investment bank Invest NL.

Our policy goals for this period are:

- 1 Further development of revolving resources where we co-finance a maximum (revolving) in cooperation with the capital market;
- 2 Making the most of the European Fund for Strategic Investments EFSI, where functional in partnership with central government (Ministry of Economic Affairs), other provinces and Invest NL.

3.2 Deployment of regional development company Oost NL

Oost NL is an agency that assist (inter)national companies with business location, expansion and relocation services. A long-term strategic plan has been drawn up for the period 2016-2019. This outlines how Oost NL contributes to the ambitions of the provinces of Gelderland, Overijssel and the Dutch government.

Oost NL is fund manager of available funds from the Dutch Ministry of Economic Affairs and Climate, the province of Gelderland and the province of Overijssel for the execution of their economic policy. The fund invests with venture capital and/or loans directly and indirectly in promising and innovative companies in the east of the Netherlands.

Oost NL offers the following funding options:

- ✓ Participation Fund Oost NL
- ✓ Topfund Gelderland
- ✓ Innovation and Energy Gelderland
- ✓ Fund restructuring Business Parks Gelderland
- ✓ Fund Leisure Economy Gelderland
- ✓ Culture Credit Fund Gelderland
- ✓ Business Angels Network Oost NL
- ✓ Connection with actual EU programme's

Measures Gelderland intends to launch in 2019 EER year and beyond

1. Scale-up of financial instrument 'De Groeiversneller'.
2. Start-up of financial instrument 'De Startversneller'.
3. Initiation of a new Interreg A & B project with NRW Germany and NL to better support start-ups
4. Organising and hosting a regional and an European conference with EER regions on Entrepreneurship and Development.
5. Initiation of early-stage financing fund, Gelderland- as well as ERDF-based fund.
6. Encourage export and international trade.
7. Support entrepreneurship in circular economy and energy transition.

Gelderland Action plan EER 2019 Elaboration

Important aspects in the coming years are further development of a one-stop-shop for entrepreneurs in Gelderland ('De Groeiversneller'). This is basically a navigator (TomTom) that will help find the way in the labyrinth of experts, financial instruments and services within Gelderland. This policy will connect the different hubs (such as the Economic Board, StartLife, Briskr, others) and align the process and in the same time connect with national instruments to give the necessary transparency in the instruments available and the regional network.

The program EER 2019 will focus on the following measures:

1. Scale-up of financial instrument 'De Groeiversneller'

- 1 A concrete interpretation of Gelderland's ambition to provide entrepreneurs with the potential and ambition to grow.
- 2 A simpler implementation structure of the provincial economic policy.
- 3 A further developed website www.ondernemengelderland.nl that links questions from growth entrepreneurs with exports for possible support and gives required transparency.
- 4 Supporting entrepreneurs with a conversation, whether or not followed by a growth voucher and/or a loan.
- 5 Support for entrepreneurs (100 start-ups, 125 growth companies and 25 fast growers yearly), contributing to 4000 new jobs.
- 6 New tools for growth support developed in cooperation with Gelderland and external organizations.
- 7 The required monitoring and effect measurement that, in addition to impact, also measures satisfaction with the support provided.



Plan for the further development of De Groeiversneller

Gelderland en Oost NL intend to set up a separate project group for this purpose, including employees from Oost NL and the province and external stakeholders. This development process is organically designed. In setting up and implementing 'De Groeiversneller', we organize consultations with the Province of Gelderland and contact with the target group (from start-ups to scale-ups) and the ecosystem to continuously discuss the needs and the extent to which the program implements them. In this way these companies are also part of De Groeiversneller and its development. It also allows us to identify white spots in the ecosystem and to fill these together with others and in consultation with the client. In this way we jointly define and develop new instruments that can become part of De Groeiversneller. The Groeiversneller therefore also offers room for experimentation.

Experimentation room

Oost NL and the province use De Groeiversneller - also in collaboration with other organizations - as an experimental space to develop new activities and instruments, through pilots and these quick to test at customers. This enables us to quickly develop and adapt new instruments. The Growth accelerator will continue to develop, both in terms of working methods and in the supply of instruments.

✓ Example experiment 1: Oost NL growth teams

Three companies are assigned a growth team. A growth team is a combination of a business developer, investment promoter, an investment manager and an informal investment project manager, supplemented with external experts if necessary. The aim of this experiment is to try and trace ingredients to accelerate growth from internal cooperation at Oost NL. We find companies via call on LinkedIn. Criteria still to be determined.

- ✓ Example experiment 2: Growth managers
A company receives an interim growth manager for a certain period. The idea is that this person initiates growth, project-based, by temporarily deploying extra capacity. Private parties can develop this as a service.
- ✓ Example experiment 3: Mobilizing regional strength
For a company with growth potential and demand, we invite a selected number of regional companies and (private) service providers in a two-day session. During this two-day session, together with the company and the service providers, we create a growth plan, which also benefits the selected regional companies by sharing knowledge and experiences, so that the 'high potential business community' can reinforce each other.
- ✓ Example experiment 4: Mentors
Oost NL will try to set up / initiate a mentoring program in 2019. The assumption is that experienced people are willing to help fast growers in Gelderland. Example for this instrument is NLGroeit. The Growth accelerator asks the mentors to make time available without compensation. The time that mentors make available will be limited. This may also be commercial parties that make the first day available free of charge. Oost NL explores whether other parties in the eco-system, such as Business Accelerator, Rabobank, VNO-NCW and KVK, want to work together to set up the mentoring system. The network of mentors can be available via www.ondernemeningelderland.nl.
- ✓ Example experiment 5: Support scale-ups
Support scale-ups. Scale-ups are distinguished because they not only have growth potential and ambition, they have also grown considerably historically. These companies focus primarily on new sales markets, new revenue models and innovations. Oost NV and the province of Gelderland conduct interviews with organizations and scale-ups to investigate the needs within this target group. Based on these discussions, Oost NV will further design the instruments for this target group.
- ✓ Development of other instruments and systems
The Growth accelerator will also develop further through new instruments that offer externals. Oost NV will also invite them and further articulate the needs of companies.

2. Start-up of financial instrument 'De Startversneller'

The results of the starter program are measured on the basis of the various actions and activities in which the entrepreneurs participate. The table below provides a summary of the results that will be delivered.



Intended results of activities and actions	2018	2019	2020	2021
Number of potential participants reached through recruitment campaigns	1 200	1.000	1 000	
Number of online entrepreneur tests and digital intake forms filled in	600	500	400	
Number of intake interviews with continuity and follow-up by coaching and guidance processes	250	250	250	
Number of coaching trajectories	200	200	200	
Number of coaching programs, education and training	250	250	250	
Total starter vouchers issued at € 1 000, -	450	450	450	
Number of evaluations and final entrepreneurial tests participants		250	250	250

The starter trainings and coaching offer are communicated from the website De Startversneller in collaboration with partners who offer these programs and coaching.

Every participant does another entrepreneurial test after the trajectory to determine in which respects the participant has developed. In addition, general questions will be asked to measure the satisfaction of the participants, to sharpen the program where necessary and to ensure that it fits the needs of the entrepreneurs. The recommendations and adjustments are also included in the annual interim and final evaluations for the client. The year 2021 will be used for the completion and completion of the activities. In this year the final evaluations and reports will also take place.

Activities 2018 Preparation and Development (pre-EER year)
Oost NL & province: Create a project plan and procurement assignment. Approval by province. Oost NL: Set up the voucher settlement. Oost NL: Set up CRM incl starters voucher application portal Oost NL: develop website www.destartversneller.nl (for example IkStartSmart website) Oost NL: Approach all coaches for the coaching trajectories Oost NL: Post a vacancy for consultant, administration and communication for De Startversneller. Oost NL: Establish an executive organization Oost NL: Approach all start-up hubs for cooperation in the intake process. Approach service providers for announcement. Oost NL: Writes a communication plan Oost NL: Set up a training program in collaboration with partners Province and Oost NL: Develop monitoring and schedule evaluations.
Deadlines
2018.1 Project plan agreed 2018.2 Tendering agreement 2018.3 Adviser and communication officer appointed 2018.3 Voucher application system online. Website live. 2018.4 Province & Oost NL: Launch of De Startversneller on 19 April during Startup Delta Summit 2018.4 Oost NL has all the starters programs in addition to the coaching process
Activities 2019 Further development EER-year
Oost NL: Further development of the networks, joining existing starter initiatives Oost NL: Making testimonials from participating starters Oost NL: Organization of various starter trainings in collaboration with the partners Oost NL: Further connection of external organizations to De Startversneller Oost NL: Further develop the website ondernemengelderland.nl. Oost NL: External organizations are also connecting to De Startversneller Oost NL: Intention of coaching network
Deadlines
2019.2 Further development of offers for starters 2019.3 First project evaluation, where necessary adjustment of starters policy 2019.9 New public and private offer on website.
2020 Implementation in the Gelders starters ecosystem
Activities Oost NL & Province: Furthermore, external organizations connect to De Startversneller

3. Initiation of a new Interreg A & B project with NRW Germany and NL to better support start-ups

Gelderland has excellent knowledge and entrepreneurship in the field of Agri-Food (Wageningen), Healthcare (Nijmegen), Energy & Environmental Technology (Arnhem). In addition, the province is addressing societal challenges such as the bio-based and circular economy, health and nutrition. Nordrhein-Westfalen has a strong focus on ICT and healthcare (Münster) and innovative and creative industries (Düsseldorf). For companies and certainly for starting entrepreneurs it is often difficult to do business 'across the border'. Yet it is definitely worth it: with a population of 18 million, Nordrhein-Westfalen is the largest state in Germany in terms of population. Conversely, Gelderland offers access to the Dutch market. Under the motto "Hubs Connected, Crossing Borders" Gelderland will initiate

this cooperation supporting start-ups with soft landing, cross border learning on incubation and acceleration and market explorations.

Furthermore, an action will be implemented initiating developing entrepreneurship and start-up support in a similar way including regions from North West Europe. These two projects will contribute to the interregional learning and interaction and the (co-)development of regional entrepreneurship strategies for 2020 and further. The development of the two Interreg A en B projects will also bring non-EER regions in the activities and conference to be organised.

4. Organising and hosting a regional and a European conference with EER regions on Entrepreneurship and Development

1. Event (co-)organised and hosted by Province of Gelderland for EER regions and non-EER regions to disseminate and learn from applied strategy and instruments. Non-EER regions will be the regions participating in the developed Interreg (A/B) projects and the Vanguard initiative.
2. Organising several sessions at an international event with EER regions during the European Week for Regions and Cities 2019 in Brussels and a regional EU event on entrepreneurship and development in Gelderland. Also, regarding the EEA objectives and how this is shaped into new policy 2020 and beyond.

The Vanguard Initiative is a bottom up regional network of appr. 35 EU-regions that join forces in the development of their S3- policy strategies: <http://www.s3vanguardinitiative.eu/>. As early as 2016 the Deputy of Gelderland Mr. Michiel Scheffer put his signature on behalf of the East Netherlands on the Vanguard Initiative cooperation agreement. The Vanguard regions prepare demonstration pilot actions in the fields of nano-enabled products, efficient and sustainable manufacturing, 3d-printing, biobased economy and advanced manufacturing. Medical technology is another emerging field in the Vanguard Initiative portfolio. The European Commission has strongly supported the Vanguard Initiative. The Commission even incorporated the Vanguard Initiative pilots as thematic areas into the Smart Specialisation Platform of Industrial Modernisation: <http://s3platform.jrc.ec.europa.eu/thematic-areas>. The province of Gelderland will involve the Vanguard Initiative network of regions in the entrepreneurship event to assure a maximum of dissemination throughout Europe.

5. Initiation of early-stage financing fund, Gelderland as well as EFRO-based

The funding structure for early stage high tech start-ups is fragmented in 7 different funds and support structures. The Province will take the initiative integrating funds and streamlining the support structure for start-ups. This will enable also funding steams from the national government and private parties to be used as co-financing and stimulates the professionalisation of the support programmes which are aligned with these funds. Finally, it also gives the necessary transparency for entrepreneurs, companies and monitoring.

6. Encourage export and international trade

Gelderland start-up and support the program Go4Export, which includes the stakeholders mentioned in the table below, which together implement a strategy to support companies to access foreign markets. Gelderland will support the companies directly also with small vouchers, which enables them to make export plans. In the EER year this will result in 30 additional export plans.

Overview of active key players in Gelderland and their core activities

Organisation	Acquisition	Trade	Innovation	Promotion/PR
OOST NL	X	(X)	X	X
Food Valley NL	X	(X)	X	X
Health Valley	<i>OOST NL</i>	X	X	X
EMT/Kiemt	<i>OOST NL</i>		X	X
Betuwse Bloem		X	X	X
Municipalities	X		(X)	X
Chamb. of Comm		X	X	
NFIA	X			X
NL-EVD		X	X	X

7. Support entrepreneurship in circular economy and energy transition

Gelderland will implement a specific action to support energy transition, counteract climate change by reducing CO2 reduction. These actions are also, but not only, related to the sectoral focus and cluster on energy and environmental technologies, also related to mobility. The Province will further implement an action line with in the Groeiversneller supporting entrepreneurs and projects which focus on these objectives. Also, in view of the currently implemented and to be developed cohesion policy, the Horizon 2020 societal challenges this action line focuses not on growth in employment and turnover, but on the needed sustainable growth of the region.

Indicators and measurable targets EER period

Measure	Practical Indicator
Scale-up 'De Groeiversneller'.	<ul style="list-style-type: none"> - 100 start-ups supported - 125 SMEs supported - 25 gazelles supported
Start-up 'De Startversneller'.	<ul style="list-style-type: none"> - 250 persons supported with entrepreneurial skills and training
Initiation new Interreg A project and Interreg B NWE project.	<ul style="list-style-type: none"> - 2 new projects and consortia, to support a not yet defined number of start-ups and entrepreneurs
Organising and hosting an EU conference with EER regions on Entrepreneurship and Development.	<ul style="list-style-type: none"> - One regional conference - One European conference - Benchmark instruments and policies bringing proposals for improvement 2020 and further
Initiation of early-stage financing fund, Gelderland- as well as ERDF-based fund.	<ul style="list-style-type: none"> - Creation of two new funding structures through one integral way of working
Encourage export and international trade.	<ul style="list-style-type: none"> - Combined strategy supporting 100 companies which advise and 30 with financial support to make export plans
Support entrepreneurship in circular economy and energy transition	<ul style="list-style-type: none"> - Supporting 70 companies with advice - Supporting 35 companies financially with plan development for CO2 reduction and energy transition - Business development support to mature 5 projects in consortia

Mechanisms for monitoring

Together with the regional development agency Oost NL the province will:

- Set up a more centralised company relationship management instrument to monitor company's needs, support given;
- Monitor impact of programs through a central yearly survey among all directly supported companies and a benchmark group to monitor impact of instruments;

Information will be monitored by the to be erected steering group, which will oversee the implementation of the EER activities and make the necessary adjustments where needed.

Follow-up and demonstrate how the actions will be sustained beyond the EER year

The activities in the EER year will be governed by the to be erected steering group. Follow up of activities will be embedded in the new regional policies to be developed for the period 2019 - 2022 and in the contribution of development of policies of the EU period after 2020.

5. Communication plan

Introduction

In this chapter we describe a plan how Gelderland would communicate about the EER-Label.

Communication strategy

The communication strategy will be translated in an actual operational communication plan with year-round activities, based on the goals and requirements of Gelderland, the EER-Label-partners and the EU. This approach is developed in alignment with the Midterm Review.

The province Gelderland will communicate about the EER-Label to strengthen both the European and the Gelderland economic policy:

Communication Activities and Instruments

- Press release in writing and video concerning the awarding of the province of Gelderland with the EER-Label aligned with the EER-communication strategy.
- Communicating the EER-logo in all correspondence, mails and other communications amongst which websites, press releases and video's.
- Initiating a EER-gathering: a yearly gathering of the EER regions, in cooperation with the other EER2019 regions: to connect on an economic, cultural/creative and energy environmental technology level, to share knowledge, best practices and to capitalize on being awarded the EER-Label.

Year-round events:

1. European Days: A European and national open door-project aimed at communicating the European values to the triple helix and citizens.
2. Global Entrepreneurship Week: aims at enabling young entrepreneurs
3. Dutch Technology Week: aims at strengthening the knowledge economy through involving knowledge institutes, citizens and students in today's technology
4. Design Week: aims at enabling young designers, students and entrepreneurs
5. Business Meetings: aims at enabling entrepreneurs in a regional context
6. Investor's Meetings: aims at enabling entrepreneurs in an international context
7. Gelderland TV and radio stations.
8. Gelderland website, Oost NL, Food Valley NL, HealthValley, KieMT websites

The activities and instruments for the EER-Label are shown in a matrix where also the target groups are listed.

Target groups-instruments matrix

	European Committee	European programme-partners	EER-Label-partners	(Inter)national partners	Regional partners	Citizens of Gelderland
Regional meetings						
EER-Gathering	X	X	X	X		
European Days (1)		X	X	X	X	
Global Entre-preneurship Week (2)			X	X	X	
Dutch Technology Week (3)				X	X	
Design Week (4)				X	X	X
Regional Business Meetings (5)					X	X
Investor's Meetings (6)					X	X
Audio/visual communication						
Regional Television (7)					X	X
Regional radio stations					X	X
Videos (Youtube)	X	X	X	X	X	X
Digital communication						
Websites Gelderland (8)	X	X	X	X	X	X
Websites FV, HV Oost NL, (9)				X	X	X
Websites Kiemt (10)				X	X	X
Magazines					X	X
European section of the website of Gelderland	X	X	X	X	X	X

Please submit your application for the EER 2019 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: 17 April 2018

