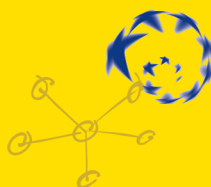




i.e. Smart

SMART POINTS CONCEPT

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**CENTRAL
EUROPE**
COOPERATING FOR SUCCESS.



EUROPEAN UNION
EUROPEAN REGIONAL
DEVELOPMENT FUND



The project is implemented through the CENTRAL EUROPE Programme co-financed by the ERDF.

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PREFACE

Project summary

The Innovation Union Competitiveness Report 2011 states: “European SMEs ... do not grow sufficiently. The US has shown a much better capacity to create and grow new companies in research-intensive sectors over the last 35 years”.

Member State	Partner No.	Partner	Status	Work package (WP) Leader
AT	LP	European Office, Vienna Board of Education	Institutional	WP1: Project management and coordination
AT	PP2	University of Vienna, Research Group Knowledge Engineering	Expert	
IT	PP3	Region of Veneto, Directorate of Labour	Institutional	
IT	PP4	Modena Formazione	Expert	WP3: INITIATING PHASE: The regional SMART points and the transnational SMART network
DE	PP5	City of Stuttgart	Institutional	WP6: INSTITUTIONALISING PHASE: The SMART plan
DE	PP6	Stuttgart Media University	Expert	
SK	PP7	Municipality of the Capital of the Slovak Republic, Bratislava	Institutional	WP2: Communication knowledge management and dissemination
SK	PP8	I-Europa, Ltd.	Expert	
HU	PP9	Budapest Enterprise Agency	Institutional	WP5: IMPLEMENTING PHASE: The transnational train the SMART Trainers and the SMART campus
HU	PP10	Budapest College of Communication and Business	Expert	
CZ	PP11	Metropolitan District Prague 14	Institutional	
CZ	PP12	Czech Technical University in Prague	Expert	WP4: DEVELOPING PHASE: The transnational SMART Training programmes

Apart from this overall lack of SME growth in Europe, the project i.e. SMART has also identified specific issues/challenges in the involved partner regions such as a lack of interest in innovation and entrepreneurship, a low survival rate of business start-ups, high youth unemployment, demographic and socio-economic brain drain, and social issues involving equal opportunities and non-discrimination. In order to tackle these issues/challenges, which hold true for the whole programme area, i.e. SMART will develop a solution for the individual: “improve the framework for knowledge development as it relates to human capital in order to ensure economic competitiveness”. Develop a solution for the regions: “improve the climate for innovation in all regions”. Finally, develop a solution for the transnational programme area: “overcome thinking in terms of national/regional competitiveness in order to strive for a more competitive and innovative Central Europe as a whole.”

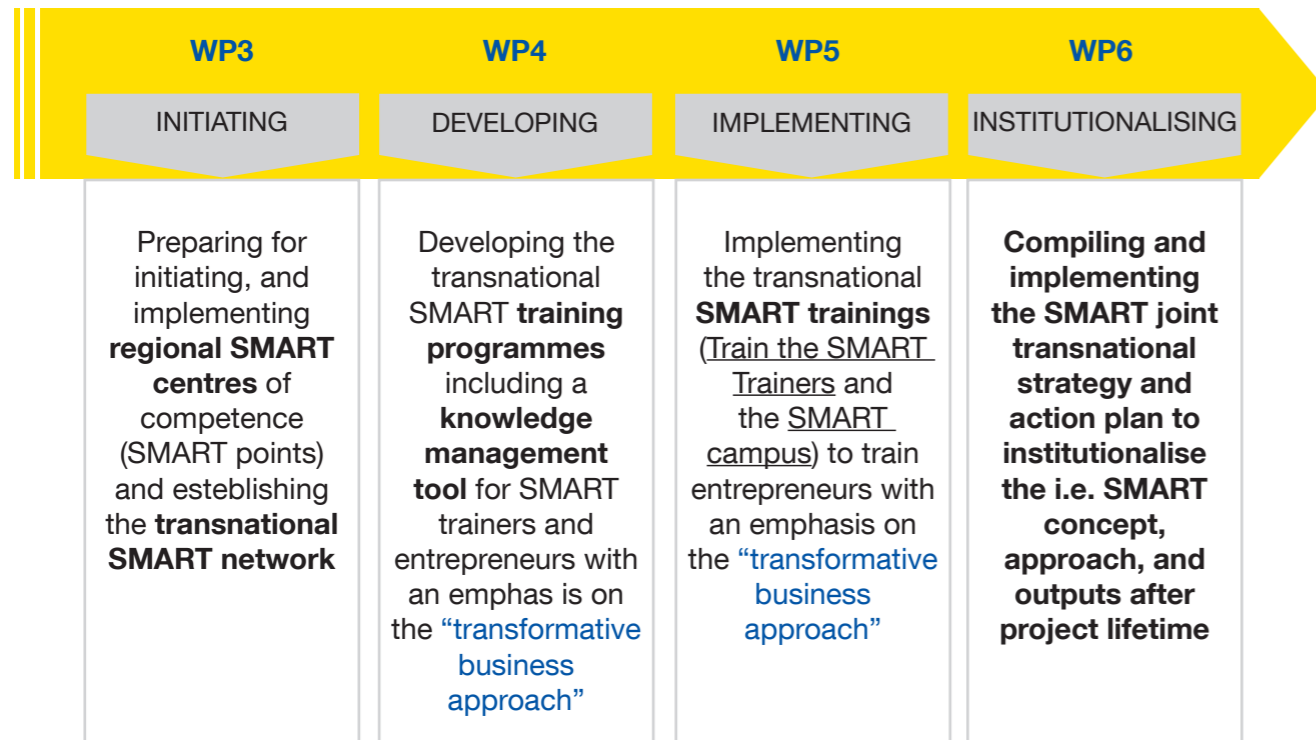
In specific terms, the project will develop and implement a trans-national management structure to link the involved regions so that they can provide their citizens with exciting sustainable labour market opportunities. This will be achieved through multi-disciplinary modules to spark innovation and entrepreneurship. In particular, this new approach will focus on three emerging economic sectors: Creative Industries, Green Economy, and ICT. International research has shown that these sectors will be sustainable

To achieve this, a **12 partners** membership from seven polycentric urban areas in six CE Member States will work closely together. In every CE Member State, there are two partners: one is a policy partner and the other is an expert partner. The 12 partners commit themselves to the Lisbon and Gothenburg agendas, and the EU 2020 strategy, particularly SMART growth: “creating new products/services that generate growth and jobs and help address social challenges.”

The project foresees four methodological phases: Initiating, Developing, Implementing, Institutionalising, and builds on existing regional management structures (‘regional triangles’) consisting of key players from policy-making, economy/labour, and education/training. In WP3, the project will initiate and run at least seven regional centres for this new approach to innovation and entrepreneurship competence (SMART points). These centres will be interlinked in a transnational management structure (SMART network), which will offer transnational trainings, innovation and entrepreneurship research, and a ICMS state of the art knowledge development tool for innovation and entrepreneurship in the Creative Industries, Green Economy, and ICT.

WP4 and WP5 will develop, implement and pilot transnational concepts, and strategy and action plans for training regional staff (SMART trainers/facilitators) and emerging entrepreneurs in the identified economic sectors. In WP6, a strategy plan will be drawn up to permanently incorporate the project’s outputs in regional development plans and to institutionalise the i.e. SMART approach after project lifetime. What is the i.e. SMART approach? Many experts see the global economy in transition from the Information to the Conceptual Age. Traditionally, European education and training have focused on so-called ‘left brain skills’. To face the economic challenges confronting Europe as a whole and the i.e. SMART regions in particular in this global economic transition, a new multi-disciplinary, multi-economic sector approach to innovation and entrepreneurship is needed. I.e. SMART will provide this approach, and will develop viable, concrete solutions to tackle the identified issues/challenges.

Four phases process-oriented implementation



INTRODUCTION

WP 3 - THE REGIONAL SMART POINTS AND TRANS-NATIONAL SMART NETWORK

Work Package 3 (WP3) is the initiating phase of the project, in which the basis is established (i.e. Regional SMART Points and the Transnational SMART Network) so that i.e. SMART can produce the project outputs.

WP3 creates regional centres of competence (SMART Points) where entrepreneurs will be comprehensively trained, and individually mentored and counselled in all the skills necessary to develop new innovative business ideas in the emerging sustainable economic sectors of Creative Industries, Green Economy, and Green ICT.

The regional implementation of the SMART Points early in project lifetime leads to the development of a joint management establishment - the Transnational SMART Network. The transnational network is a strategic cooperation between the regional SMART Points. One of its main tasks is to encourage and support the transnational transfer and synergy of excellent business ideas in the sustainable economic sectors.

ACTION 3.1 - DEVELOPING THE CONCEPT FOR INITIATING AND IMPLEMENTING REGIONAL SMART CENTRES OF COMPETENCE (SMART POINTS)

A SMART Point is a physical centre in a Project Partner region, with (at least) one member of project staff (SMART trainer/facilitator), whose main responsibility is to train and counsel emerging entrepreneurs in a transformative business skills approach¹ to innovation and entrepreneurship.

Further responsibilities are:

- cooperation with staff in other SMART Points in the SMART Network to promote transnational synergies;
- to update the SMART Site (ICMS) with relevant, state of the art training material, research and information about the transformative business approach to innovation and entrepreneurship, particularly in the Creative Industries, Green Economy, and Green ICT.

The following chart summarises the precise Workplan set for the whole implementation of Action 3.1 activities and the achievement of the planned results (leading straight forward to the first project Core Output – Final SMART Network concept and implementation). Right after the 1st WP leaders meeting WP3 working group plans the concept for regional SMART points

¹ “Transformative business approach” is a more scientific expression for the popularly used “right brain approach”.

Action 3.1 - WorkPlan

	03	04	05	06	07	08	09	10	11	12	17	30
	Sep12	Oct12	Nov12	Dec12	Jan13	Feb13	Mar13	Apr13	May13	Jun13	Nov13	Dec13
3.1.1	A) 1st WP3 W.G. meeting											
	Pre-final SMART point concept											
3.1.2	B) 1st Regional Workshops											
	PP3/PP4 impl. final concept											
3.1.3	C) Final SMART point concept											
3.1.4	D) Impl. regional SMART points											
	(WP5) Train the SMART Trainger											
3.1.5	E) i.e. SMART trainings											

- A) All PP hold Regional Workshops with regional stakeholders/shareholders to validate Pre-final SMART point concept (*at least 10 participants in each region*) providing feedback to WP3 Leader and PP
- B) WP3 Leader compiles feedback of Regional Workshops into final **SMART point concept**
- C) ALL PP regions implement their regional SMART point
- D) SMART Trainers train other regional / national innovation & entrepreneurship Trainers ('SMART snowball effect')

DOCUMENT SYNOPSIS

After having introduced the project broad description, Work Package 3 contents and Action 3.1 detailed indications and Workplan, this paper is leading to the precise definition of the SMART Points concept and its basic elements (Chapter 2) starting from the re-definition of the overall project vision and its precise declination into the SMART Points idea (Chapter 1).

The concept has been build-up according to project basic indications and the partners' heterogeneity with the precise goal to create a basic environment, common in every i.e. SMART region, representing the very first strength of the SMART Network. Each region is then defining its own "customisation" to the specific functions the SMART Point will provide for the territory (Chapter 3).²

² The idea on the ground is to leave each i.e. SMART regional partnership the opportunity to exploit their potential in the field of innovation and entrepreneurship, starting from the common i.e. SMART background representing the real strength of the SMART Network.

CAP 1 I.E. SMART VISION

1.1 THE I.E. SMART PROJECT VISION

In strategic management, the term vision is used to indicate the projection of a future scenario that reflects the ideals, values and aspirations of those who determine the objectives (goal-setting) and encourages action.

The i.e. SMART project specific objectives are addressed to improve the climate for innovation in all regions and to enable them to make better use of their innovation potential by addressing their specific needs and areas of weakness and fostering the areas of strength. At the same time it pursues the improvement of the framework for the knowledge development as it relates to human capital in order to ensure economic competitiveness.

In order to concretely achieve these ambitious objectives in Work Package 3 the project will create a new transnational implementation training network (SMART Network) based on the establishment of regional centres of competence (SMART Points), a transformative business approach to innovation and entrepreneurship in a merger of competences and thinking styles from three differing emerging sustainable economic sectors: Creative Industries, Green Economy, and ICT. As a result, the project creates a unique, integrated seedbed for innovation.

According to the project, the SMART Points are truly centres where knowledge is created and translated into new products, services or processes. Throughout the project (but in particular in Work Package 5) the emphasis is on "improving the framework conditions for the development of human capital". In this sense comprehensive transnational trainings for SMART trainers/facilitators and emerging entrepreneurs are implemented, bringing together the two major components running throughout the project: a multi-disciplinary approach to innovation and entrepreneurship, and a multi-disciplinary approach to business idea development.

In the final methodological phase, the i.e. SMART project focuses on the institutionalisation of permanent regional SMART Points and the transnational implementation of the SMART Network providing the proper seedbed for future sustainability.

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¹ In this sense the term vision is the set of long-term goals that the top management want to define for the organisation, understanding the overview of the market and the interpretation of the role of the same in the long-term economic and social context.

² As clearly indicated on Priority 1 of the C.E. Programme 4th call for proposals: Facilitating innovation across Central Europe - Area of intervention 1.3 - Fostering knowledge development.

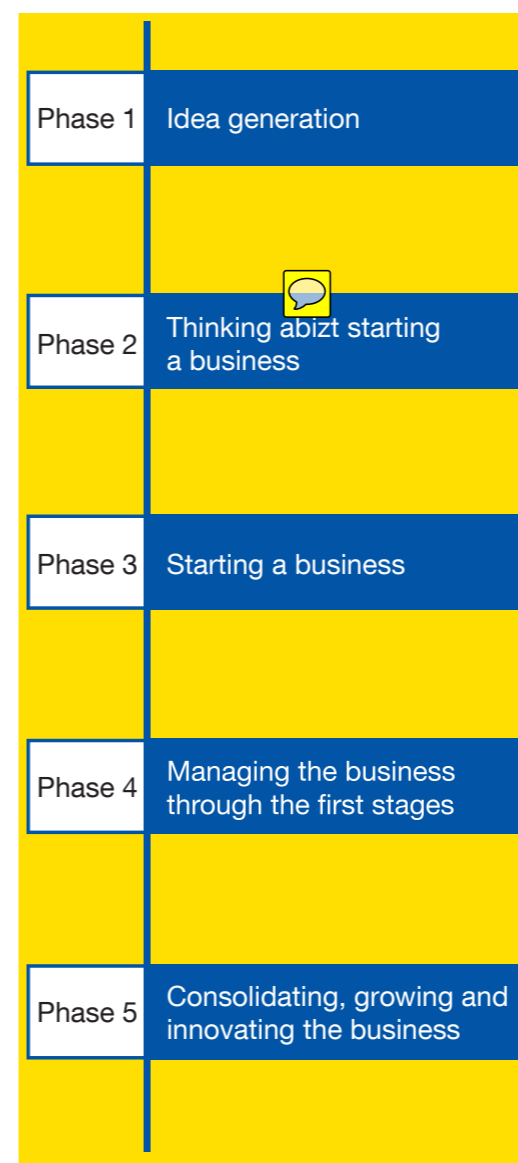
³ As from the Application Form, section 2.1 “Project relevance”

⁴ As from the Application Form, section 2.2 “Project methodology”

⁵ Since the very first project stages all the relevant regional Stakeholders have been accurately involved, starting from the common understanding of the basic SMART points concept and providing the proper indications / expectations for its “customisation”.

1.2 THE I.E. SMART PROJECT VISION AND THE SMART POINTS IDEA

The process leading from the generation of the idea to the consolidation (and even growth) of the business can be seen as a set of successive (conceptual) phases that can somehow be listed as follows:⁶



I. Idea generation

Some theories consider that innovation is 10% idea generation and 90% process. In this sense it can be even sustained that “[...] there are two main components to the idea generation process. The first is the expansion phase, also referred to as the divergent thinking phase. This is where the SMART Point trainer/facilitator helps the group explore lots of territory where ideas might be uncovered. The goal of this part of the process is to generate lots of ideas around a clearly articulated problem or opportunity (e.g. micro-trends in the three differing emerging sustainable economic sectors: Creative Industries, Green Economy, and ICT.) The second part is the convergence phase. This is the part where the SMART Point trainer/facilitator takes the group through a process to hone down the ideas and select those that are most likely to solve the problem or best address the opportunity”.⁷

II. Thinking about starting a business

According to the basic U.S. idea, starting a business is an exciting proposition, but it is also an incredibly challenging undertaking. Unfortunately, the situation in the EU is far more negative⁸ where there are evident cultural factors that discourage too many people from starting a business.⁹ In addition, there is too often a stigma attached to failure.

“People in Europe need to be made more aware that self-employment is a potentially attractive career option and be provided with the necessary skills to turn their ambitions into successful ventures. The education system, and in particular the school curricula, do not focus enough on entrepreneurship and do not provide the basic skills which entrepreneurs need. Children can learn to appreciate entrepreneurship from the beginning of their education.”¹⁰

⁶ Based on the study: Le cinque fasi di una Business idea – Riccardo Cariani e Alessandro Zeppelli – LOITE Training - 2012.

⁷ **Cindy Diamond** - Innovation consultant - <http://ideafacilitators.wordpress.com>

⁸ The 2007 Flash Eurobarometer on entrepreneurial mind-sets shows that 45% of Europeans would prefer to be self-employed, compared to 61% in the US / http://ec.europa.eu/enterprise/enterprise_policy/survey/eurobarometer_intro.htm

⁹ “We need to develop a more entrepreneurial culture, starting with young people and from school education.” - DG Enterprise and Industry - **Small and medium-sized enterprises (SMEs)** - Promoting Entrepreneurship - http://ec.europa.eu/enterprise/policies/sme/promoting-entrepreneurship/index_en.htm

¹⁰ “Think Small First” - A “**Small Business Act**” for Europe - COMMUNICATION FROM THE COMMISSION TO THE COUNCIL, THE EUROPEAN PARLIAMENT, THE EUROPEAN ECONOMIC AND SOCIAL COMMITTEE AND THE COMMITTEE OF THE REGIONS - Brussels, 25.6.2008 - COM(2008) 394 final

III. Starting a business

The process of creating and starting a business takes the lead from the definition and writing of a Business Plan, an essential roadmap for business success.¹¹ Then comes the choice of the business structure, the choice and registration of the business name, the choice of the location and equipment, the understanding of the financing needs as well as the options that are available for start-ups.

IV. Managing the business on the first stages

The very first years of activities are the most difficult where across Europe 50% of enterprises do not survive the first five years of their life.¹² In addition, the different challenges coming from the market and the financial / economic performance of the business activity,¹³ means that new business managers need to prove skills on leading the company (this involves leadership competences, decision-taking & making attitude, human resources management skills, etc.), running the business (from sales to human resources management & development) and even socialising it (“external” socialisation is a fundamental requisite for any expectation of future consolidation and even growth of all business “adventures”).

V. Consolidating, growing and innovating the business

After the very first years of activity any business “adventure” finds itself in the position of consolidating its basic business structure, in terms of market share, business organisation and technological capabilities and economic / financial assets. This normally implies the will (or even the need) for expanding the business itself, where the planning and preparing for new challenges is one step in the process.¹⁴ Most of the time the need for growth and innovation is also related to the evolving market challenges and the consequent need for “staying competitive”.¹⁵ Anyway improving and re-thinking the business normally requires an adjustment or even re-definition of the Marketing Plan as well as the thinking of (new) ways for financing the growth.

These conceptual phases are then declined into the project vision combined with the basic elements of the SMART Points, leading straight to the precise identification and “positioning” of the skills required by each single phase.¹⁶ The list that follows is thus conceived to provide a first picture according to recent publications and research results:¹⁷

¹¹ Also intended as a living document generally projected 3-5 years ahead and outlining the route a company intends to take to grow revenues.

¹² Business Dynamics: Start-ups, Business Transfers and Bankruptcy - Entrepreneurship Unit - Directorate-General for Enterprise and Industry - European Commission – January 2011

¹³ An accurate market analysis as well as the precise definition of the marketing strategies and the correct projections over the economic and financial framework of the future business is a fundamental pre-requisite that need to be precisely drawn on a Business Plan.

¹⁴ Successful growth of the business means thinking about the present and the future. Forecasting and planning are critical components in looking forward.

¹⁵ It is vital to understand and use advanced technologies. Technology can help increase business efficiency and even expand operations.

¹⁶ See the chart for an immediate visual comparison.

¹⁷ As for instance Strategic Intuition: The Creative Spark in Human Achievement - William Duggan – October 2007 - Columbia University Press, or even Daniel Pink’s books.

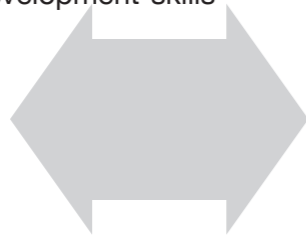
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IT	PP4	Modena Formazione	Expert	WP3: INITIATING PHASE: The regional SMART points and the transnational SMART network
DE	PP5	City of Stuttgart	Institutional	WP6: INSTITUTIONALISING PHASE: The SMART plan
DE	PP6	Stuttgart Media University	Expert	
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CZ	PP11	Metropolitan District Prague 14	Institutional	
CZ	PP12	Czech Technical University in Prague	Expert	WP4: DEVELOPING PHASE: The transnational SMART Training programmes

I. – Transformative Business Approach Skills – This is an important phase for the transformative business approach that the project is aiming at i.e. starting the business creation process. Therefore the relevant skills needed can be defined as:

- Creativity,
- Empathy,
- Strategic Intuition,
- Imagination (fluency of ideas),
- Ideation,
- Originality of thought,
- Flexibility in thinking (“Out of the box” thinking),
- Synthesising,
- Conceptualising,
- Symphony (big picture thinking),
- Empathy,
- Future thinking skills (working with micro trends),
- Design thinking applied to innovation (actively creating the future, finding order out of chaos, elegance, people-centered solutions, emotional appeal, etc.),
- Co-creating

II. – Personal Skills – This second phase will concentrate on personal-development skills such as:

- Self-esteem,
- Team-work,
- Presentational skills,



- Introspection,
- Self-marketing,
- Communication,
- Creative problem solving,
- Creative conflict management,
- Bringing humour and light-heartedness to

business and products,

- Meaning – giving meaning to life and to your business from inside yourself.

III. – Starter Business Skills – The third phase is leading to the concrete implementation of a Business Plan therefore in addition to the basic knowledge of the model¹⁸ the necessary skills can be identified as:

- Effective collaboration – partnering and teamwork,
- How to get people on board,
- Storytelling and presentation skills for effective pitching,
- Navigating ambiguity,
- Effective decision making,
- Mobilizing teams and implementing innovation,
- Ecological Awareness,
- Corporate social responsibility.

¹⁸ According to the worldwide standard definition there is no fixed content for a business plan but it has to provide anyway accurate information on the business vision and strategy as well as on marketing, finance, operations, human resources and legal issues.

IV. – Master Business Skills – After the business start-up, the main skills are managerial competences with specific focus on:

- Ability to cope with complexity,
- Creative leadership skills – instil passion, gather energies towards a common vision, motivate and engage employees, build trust with employees, find shared values, shift perceptions, develop high-performance team work etc.,
- Leadership presence,
- Strategic decision making skills,
- Critical thinking.

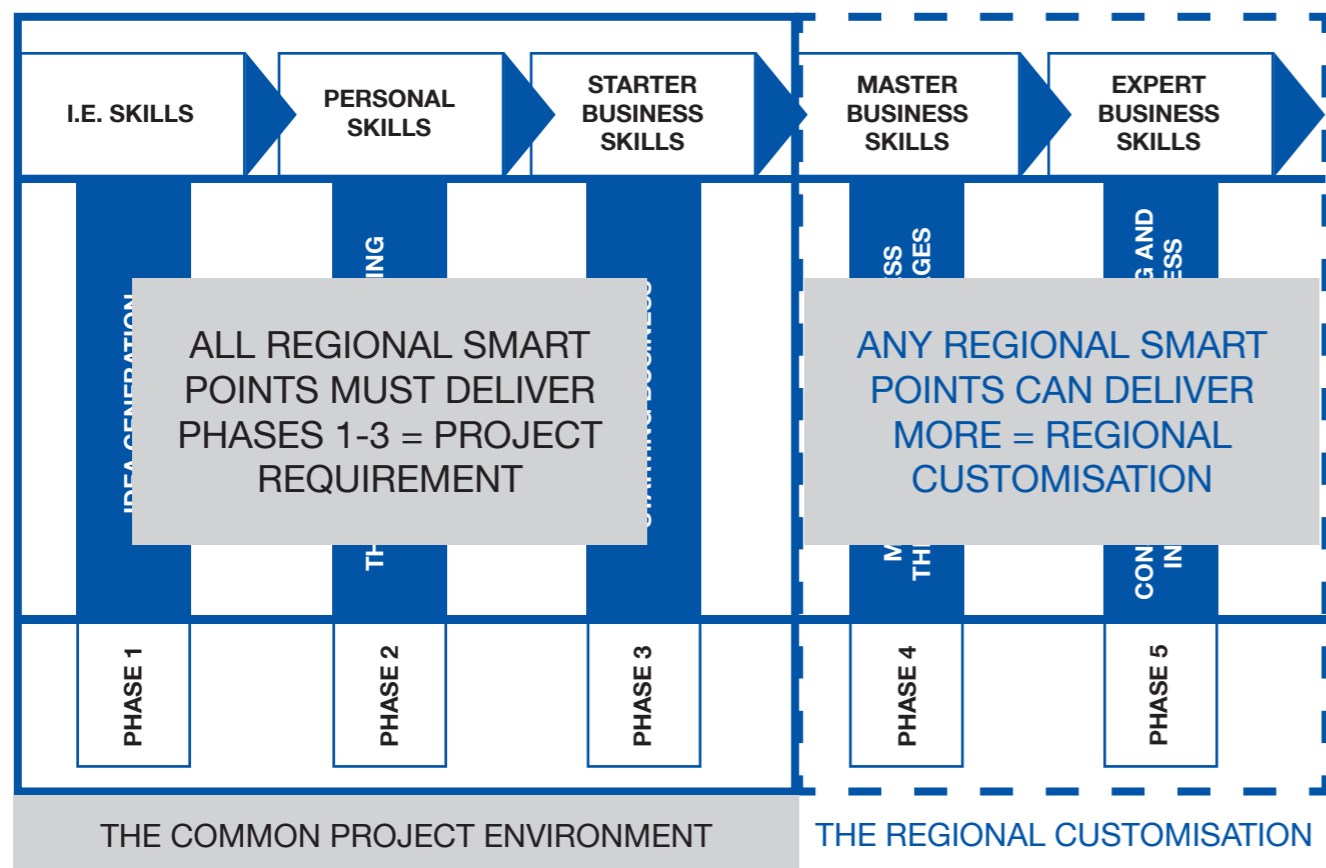
V. – Expert Business Skills – The last phase is focussed on the consolidation and growth of the business leading to the need for, among others, the following skills:

- Improved business performance,
- Design thinking applied to innovation strategy,
- Future thinking skills – working with micro trends,
- Fostering a culture that supports creativity and innovation,
- Stimulate innovation.

CAP 2 SMART POINT CONCEPT

The concept is a design proposal necessary to define the basic elements of a project and provides the basis for the realization of the same. Within a concept, the designer sets the guidelines that accompany the implementation phase; these lines are rough and depending on the quality of the concept itself for design purposes, the final product may differ more or less from the first conceptual proposal. The final design is then mainly formed by a succession of different conceptual phases.¹

According to the logical sequence of the previously described phases (“From the idea generation to the consolidation of the business”) the graphic clearly describes the conceptual “positioning” of the SMART Points with reference to their “basic environment, common in every i.e. SMART region” (as defined): “What can the regional SMART Points concretely deliver?”



The following assumptions are thus a logical consequence of these elements providing a concrete “interpretation” of the overall project vision, representing then the “conceptual” guidelines for the practical implementation of the SMART Point in each partner region.

¹ John Locke’s description of a general idea corresponds to a description of a concept. According to Locke, a general idea is created by abstracting, drawing away, or removing the uncommon characteristic or characteristics from several particular ideas. The remaining common characteristic is that which is similar to all of the different individuals - *Questions Concerning the Law of Nature* (1664)

2.1 SMART POINTS TARGET GROUP

“Encouraging entrepreneurship and innovation for young people is part of the Competitiveness and Innovation Framework Programme 2007-2013 and the European Reference Framework on Key Competences. [...] Young people should be encouraged to think and act innovatively and young talent should be recognised. Culture stimulates creativity, and entrepreneurship education should be viewed as a means to promote economic growth and new jobs as well as a source of skills, civic participation, autonomy, and self-esteem.”²



The common SMART Points functions and “services” target group³ consists of emerging entrepreneurs in the age group between 15 and 30 years. Peculiar attention is addressed to Secondary Schools and Universities for attracting potential beneficiaries (acting in synergy with the same institutions), where anyway even civil society organisations and “third sector operators” are involved in the “recruiting process” in order to catch-up potential beneficiaries also outside the “education world”. “Talent development, creative skills, entrepreneurial mind-sets and cultural expressions of young people should be encouraged **amongst all youth**”.⁴

Each single partner region details its own target group according to the specific SMART Point customisation described in the following chapter.

2.2 SMART POINTS COMMON STRUCTURE

The SMART Point (one in each partner region) has to be a “physical place” including at least one **SMART trainer/facilitator**,⁵ the contact person, and a flexible number of collaborators at disposal for the implementation first of all of the project related activities (tutoring, consultancy and training). Collaborators are both external and internal staff members of the partner institution thanks to the creation of a “list of experts” (data base / roster) to be used as necessary.



Amongst the different functions, the SMART Point has to act as “one-stop-shop” allowing thus an easy access to the public. In this sense, the SMART Point should be inspired by an “open door” philosophy where thanks to the continuous participation of both current and emerging entrepreneurs⁶ to its activities (and even their co-generation and co-implementation) its real efficacy and even existence will be assured.

Moreover, each SMART Point has to guarantee the “physical” implementation of training and consultancy activities providing adequate facilities for it.

² An EU Strategy for Youth – Investing and Empowering - A renewed open method of coordination to address youth challenges and opportunities - Brussels, 27.4.2009 - COM(2009) 200 final.

³ The symbol here reported provides the visual representation of the SMART point target group as agreed by the project partnership.

⁴ An EU Strategy for Youth ... - Ibidem

⁵ The symbol here reported provides the visual representation of the SMART point trainer/facilitator as agreed by the project partnership.

⁶ The SMART points should be real places where emerging entrepreneurs have the concrete opportunity to meet current entrepreneurs, to learn from their real “business cases” and to take profit from the specific “business environment” leading to a real processes of co-generation and co-creation of future business ideas.

In detail, the SMART Point acts as a “Catalyst for Change” in its region with the ambition to become a real catalyst for the promotion and spreading of a transformative business approach to innovation and entrepreneurship in a merger of competences and thinking styles”. In this sense the SMART trainer/facilitator has to be considered a real facilitator in charge of the coordination (and even execution) of this dissemination / spreading function.⁷

2.3 SMART POINTS COMMON FUNCTIONALITY

Following the “conceptual positioning” previously described, **all regional SMART Points** have to cover at least the following three competence areas:⁸ **Idea generation – Thinking about starting a business – Starting a Business** (from the Idea to the Business Plan):

- I. **IDEA GENERATION** (Transformative Business Approach Skills). All the SMART Points have to operate as a laboratory for the facilitation of the genesis of innovative & transformative business entrepreneurial ideas;
- II. **THINKING ABOUT STARTING A BUSINESS** (Personal Skills). The SMART Points have to become a tool for the promotion, sensitization and stimulation of the entrepreneurial culture (e.g. promotional activities and dissemination to schools and universities);
- III. **STARTING A BUSINESS** (Starter Business Skills). Each single SMART Point has to guarantee the basic tools to facilitate and follow future entrepreneurs to the realisation of their Business Plan. Moreover, to facilitate project Output 5.2.2 a common multi-lingual Business Plan template will be created to facilitate homogeneous and standardised results.

The first competence area of the SMART Points (“Idea generation”) is that it should be a laboratory for the facilitation of the genesis of (innovative) ideas. It should facilitate the research for entrepreneurial ideas to be finalised in WP5 with the specific creation of 35 Business Plans as indicated in the A.F. (Output 5.2.2). In this sense, the very first activities of the SMART trainer/facilitator is centred on the sensitisation of the relevant regional stakeholders to the “transformative business approach to innovation and entrepreneurship in a merger of competences and thinking styles”. This will be done thanks to the pro-active attitude inspiring the whole SMART Point philosophy that will follow basic marketing principles. This means that each SMART Point develops its own pro-active marketing strategy so that it can find its potential “clients” and then attract them with the appropriate strategies.⁹

2.4 SMART POINTS COMMON TOOLS

As a direct consequence of the common structure and functionality already described, each single SMART Point can rely on (being also responsible for its provision) the following list of basic tools:

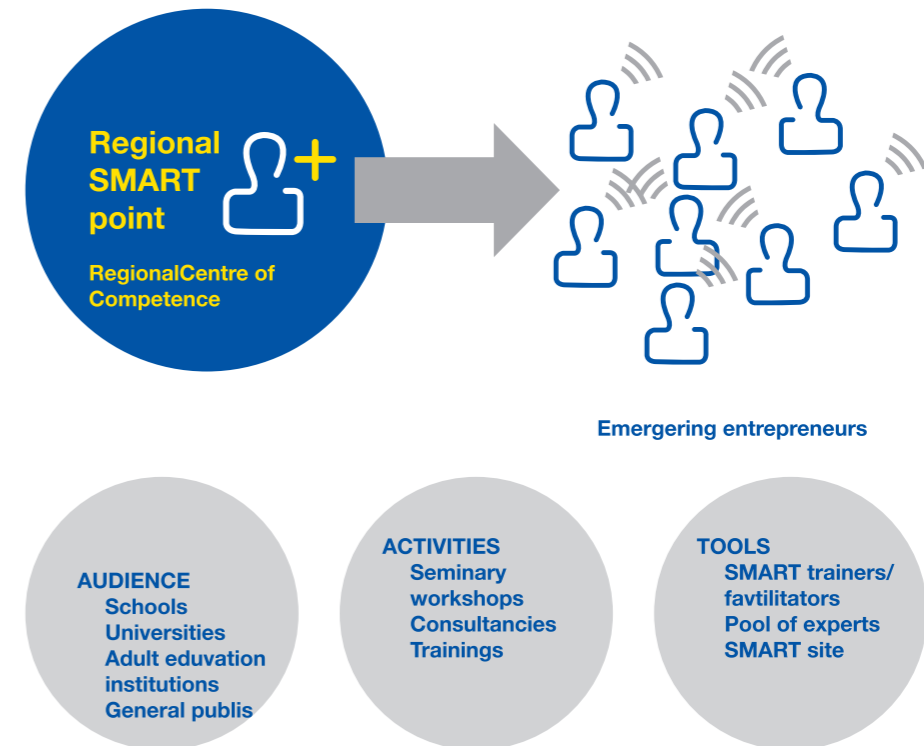
⁷ In this sense the SMART Trainer/facilitator should be an internal staff member of the partner organisations (or at least an “internal equivalent”, meaning an external collaborator working continuously with the institution) having the duty to coordinate both the inputs and the outputs of the point.

⁸ Once again it is important to underline that these 3 competence areas represent the SMART points “*basic environment, common* in every i.e. SMART region”; all the project “developing”, “implementing” and “institutionalising” activities will be first of all centred on this concept, leaving anyway to each single regional partnership room enough for an eventual customisation of additional services.

⁹ In this sense all the project related communication / dissemination products have been conceived to guarantee the widest and most effective promotion to the relevant stakeholders in general and the target beneficiaries in specific.

- **SMART trainer/facilitator** to be involved in the SMART Point core activities as **facilitator / animator / sensitizer** to the “transformative business approach to innovation and entrepreneurship in a merger of competences and thinking styles”;¹⁰
- **Pool of experts** for business creation and management (internal and/or external staff members);
- **SMART Site (ICMS)** with relevant, state of the art training material, research and information about the transformative business approach to innovation and entrepreneurship (particularly in the creative industries, green economy and green ICT);¹¹
- **ICT operator** (with basic knowledge) for local management and the implementation of the SMART site.¹²

The chart summarises the operational concept of the SMART Point as a direct result of the description provided. It helps to understand the rationale behind the concept already defined. This underlines once again the core function of the SMART Point **trainer/facilitator** who are the very first target of the “**Train the SMART Trainers**” activity (5.1.2). The SMART trainer/facilitator is engaged in local facilitation / animation / sensitization actions for idea generation / promotion of the entrepreneurial culture using the **SMART Site** as a supporting tool to their activities (taking profit from material / specific expertise provided by the each single SMART Point and the SMART Network as a whole).



¹⁰ Each regional SMART point must have at least one trainer/facilitator acting also as coordinator / contact person. Since this is the core activity of the SMART point (facilitation / sensitization / animation) it is preferable that more than one person will be engaged for this purpose.

¹¹ The SMART site has been conceived as a transnational Knowledge Management tool to support knowledge sharing and management inside the project environment (providing all the SMART points with updated contents on project related subjects) and outside it (being the reference tool for project information, training and consultancy action towards project beneficiaries and regional stakeholders).

¹² Each single SMART point has to use “autonomously” the SMART site and the contents stored / shared, managing also all the training / consultancy activities performed on-line (providing adequate support to the end users).

2.5 TRAIN THE SMART TRAINERS CAMPUS¹³

According to the Application Form¹⁴ Work Package 4 focusses on “developing the transnational SMART training programmes including a knowledge management tool for SMART trainers and entrepreneurs with an emphasis on the transformative business approach”.

According to Action 4.1 “Developing a concept for the “Train the SMART Point Trainers” each SMART Point needs to have competent and skilled staff to perform all the functions and activities resulting from the concept described. In this sense, it is evident that the training has to be addressed first of all to the SMART Point staff.¹⁵

As a direct consequence of the different skills listed in Paragraph 1.2, the training focus should be centred on several competencies / skills focussing on communication, transformative business approach / creativity facilitation, problem solving, “get people involved”, conflict management, inter-cultural and social skills and basic knowledge of the Business Plan and ground issues regarding the business start-up.¹⁶

In this context, the **personal profile of a SMART Trainer/Facilitator** is identified as follows:

1. Exquisite self awareness / self-knowledge
2. High emotional intelligence (patience, understanding, confidence, empathy, sense of humour, respectfulness, inspiration, passionate, teamwork)
3. Broad vision with focus on important details
4. Nuanced, clear, superb communication
5. Highest regard, caring and respect for clients
6. Sincere interest in clients and desire to help
7. Creative, innovative learner and developer
8. Perceptive, intuitive, curious and inquiring
9. Willingness to work
10. Quick study capabilities with a capacity for deep and wide learning
11. Continuous learner (open to change)
12. Humble, open, nurturing and grateful

 **ROLE MODEL**

At the same time the **professional profile of a SMART Trainer/Facilitator** is defined as:

1. Knowledge of the regional/national/international economic market
2. Knowledge of business matters
3. Basic knowledge of following start up processes: idea generation, thinking about starting a business, starting a business, managing the business through the first stages, consolidating, growing and innovating the business
4. Management skills
5. Organisational skills
6. Presentation skills
7. Experience as entrepreneur (plus, but not a requirement)
8. English proficiency¹⁷

 **BUSINESS ROLE MODEL**

According to the SMART Point concept, the third competence area (from the idea to the business plan) will be guaranteed by the pool of experts (supported by the SMART Site) who do not necessarily have to participate in the training. At the same time, in case the regional customisation foresees the “coverage” of conceptual phases 4 and or 5 (*Managing the business on the first stages - Consolidating, growing and innovating the business*)¹⁸ the partner institutions guarantees the necessary knowledge and competencies required both by using internal and / or external experts (not directly required by the common SMART Point concept).

In line with all the described assumption, the training level has to be detailed enough (but not too specialised) to guarantee the proper preparation of the SMART Trainers, taking into consideration that they have to guarantee the functions of facilitation, animation and sensitization by covering mainly the first two competence areas (Idea generation and Thinking about starting a business [Promotion of the entrepreneurial culture]), while the pool of experts and the SMART Site guarantees contents at a higher technical level.

¹³ This paragraph is intended to provide a first and broad picture over the specific contents that will be detailed in WP4 “DEVELOPING PHASE: The transnational SMART training programmes”. This first picture is a direct consequence of the function and activities that the SMART point staff will have to perform according to the concept.

¹⁴ Section 3 – Project WorkPlan.

¹⁵ As already stated, especially for partners internal opportunities and project future sustainability the SMART point staff appointed to these functions should be an internal staff member of the partner organisations (or at least an “internal equivalent”).

¹⁶ All the animation / sensitization activities have to be addressed to the creation and promotion of a “pro-active” entrepreneurial culture within the stakeholders and beneficiaries therefore a basic knowledge of the ideas behind the business start-up are extremely important.

¹⁷ Minimum B2 or C1 – CEFR: <http://europass.cedefop.europa.eu/en/resources/european-language-levels-cefr> - download PDF

¹⁸ Par. 1.2

CAP 3 SMART POINTS REGIONAL CUSTOMISATION

1) VIENNA

3.1 STAKEHOLDERS CHART



Ursula	Adam	WAFF (Wiener ArbeitnehmerInnen Förderungsfonds)	ursula.adam@waff.at
Josef	Aff	WU Wien - Institut für Wirtschaftspädagogik	joseff.aff@wu.ac.at
Silvia	Angelo	AK Wien/ Abt. Wirtschaftspolitik	silvia.angelo@akwien.at
Eugen	Antalovsky	ARGE Centrope / Europaforum	antalovsky@europaforum.or.at
Christoph	Ascher	Wirtschaftskammer Österreich	Christoph.Ascher@wko.at
Helene	Babel	bmukk	Helene.Babel@bmukk.gv.at
Florian	Beer	green jobs Austria	florian.beer@greenjobsaustria.at
Christoph	Berger	KPH	christoph.berger@kphvie.at
Jörg	Berger	Junge Europäische Föderalisten	office@jef.at
Alexander	Bouvier	Industriellenvereinigung Wien	roswitha.lizzi@treibacher.com
Ulrich	Brand	Institut für Politikwissenschaft	ulrich.brand@univie.ac.at
Susanne	Brandsteidl	Stadtschulrat für Wien	susanne.brandsteidl@ssr-wien.gv.at
Alfried	Braumann	Wirtschaftsagentur Wien. Ein Fonds der Stadt Wien.	braumann@wirtschaftsagentur.at
Julian	Breitenecker	Young Enterprises	breitenecker@youngenterprises.at
Erich	Brenner	Gewinn	e.brenner@gewinn.com
Elisabeth	Brugger	VHS	Elisabeth.Brugger@vhs.at
Gerda	Challupner	AMS für Jugendliche / Wien	gerda.challupner@ams.at
Barbara	Coudenhove	ICEP	b.coudenhove@icep.at
Gudrun	Dietrich	Wirtschaftskammer Österreich, Arbeitsgemeinschaft Wirtschaft und Schule	gudrun.dietrich@wko.at
Tobias	Dietrich	Wirtschaftsagentur Wien - Centrope	tobias.dietrich@wirtschaftsagentur.at
Marion	Enzi	Wirtschaftsagentur Wien	enzi@wirtschaftsagentur.at
Irene	Fialka	inits	irene.fialka@inits.at
Peter	Florianschütz	gpa	peter.florianschuetz@gpa-djp.at
Nikolaus	Franke	WU Wien - Institut für Entrepreneurship und Innovation	nikolaus.franke@wu.ac.at
Michaela	Friedl-Schafferhans	prospect	m.friedl-schafferhans@prospect.at
Christian	Friesl	Industriellenvereinigung	c.friesl@iv-net.at
Ursula	Fritz	bmukk	Ursula.Fritz@bmukk.gv.at
Jürgen	Fuchs	LISA Vienna Life Science Austria	fuchs@LISAVienna.at
Stefan	Gara	ETA	gara@eta.at

Ernst	Gesslbauer	oead	ernst.gesslbauer@oead.at
Thomas	Gindele	Deutsche Handelskammer	office@dhk.at
Jürgen	Gmelch	Europäische Kommission Vertretung in Österreich	juergen.gmelch@ec.europa.eu
Dietmar	Gombotz	JW Wien - Jungewirtschaft	d.gombotz@s3.co.at
Sylvia	Göttinger	Enterprise Europe Network	een@wirtschaftsagentur.at
Rudolf	Götz	ÖSB Consulting	rudolf.goetz@oesb.at
Walter	Grafinger	Stadtschulrat für Wien	walter.grafinger@ssr-wien.gv.at
Franz	Gramlinger	Arqua-Vet	franz.gramlinger@oead.at
Ursula	Großruck	OEAD - Comenius & Grundtvig	ursula.grossruck@oead.at
Eva	Gsteu-Kirschbaum	MA27	eva.gsteu-kirschbaum@wien.gv.at
Michaela	Gutmann	Creativwirtschaft.at	creativwirtschaft@wko.at
Angelika	Haider-Kircher	AMS Wien	angelika.haider-kircher@ams.at
Hans	Hartweger	Wirtschaftsmuseum	hans.hartweger@oegwm.ac.at
Eva-Maria	Haubner-Hufnagl	Industriellenvereinigung	e.haubner-hufnagl@iv-net.at
Brigitte	Heffeter		brigitte.heffeter@heffeter.com
Barbara	Helm	Interkulturelles Zentrum	barbara.helm@iz.or.at
Evelyn	Hemmer	ZIT - Die Technologieagentur der Stadt Wien GmbH	hemmer@zit.co.at
Sven	Hergovich	Arbeiterkammer Wien	sven.hergovich@akwien.at
Michael	Heritsch	FH Wien Studiengänge der WKO Wien	studienzentrum@fh-wien.ac.at
Erika	Hess	WAFF (Wiener ArbeitnehmerInnen Förderungsfonds)	erika.hess@waff.at
Gabriel	Hilbrand	MA 23 (Arbeit und Wirtschaft)	gabriel.hilbrand@wien.gv.at
Rudolf	Hochholzer	WAFF (Wiener ArbeitnehmerInnen Förderungsfonds)	rudolf.hochholzer@waff.at
Leo	Hödl	Wirtschaftskammer Wien/biwi	hoedl@biwi.at
Claus	Hofer	ZIT - Die Technologieagentur der Stadt Wien GmbH	hofer@zit.co.at
Johannes	Höhrhan	Industriellenvereinigung (IV) Wien	j.hoehrhan@iv-net.at
Helmut	Holzinger	Fachhochschule des bfi Wien	helmut.holzinger@fh-vie.ac.at
Jürgen	Horschinegg	bmukk	Juergen.Horschinegg@bmukk.gv.at
Thomas	Hrastnik	Volkswirtschaftliche Gesellschaft	hrastnik@vwg.at
Claudia	Huber	WKO - Wien - Wirtschaftspolitik	claudia.huber@wko.at
Erich	Huber	Wirtschaftskammer Wien	erich.huber@wkw.at
Stefan	Humpl	3s Unternehmensberatung	humpl@3s.co.at
Peter	Jedlicka	Arbeitsmarktservice Wien	
Ursula	Kainz	Wirtschaftsagentur Wien	kainz@wirtschaftsagentur.at
Georg	Kapsch	Industriellenvereinigung Wien	
Alexander	Keßler	Stadt Wien Kompetenzteam für Entrepreneurship	kompent@fh-wien.ac.at
Hannes	Knett	WIFI	hannes.knett@wko.at
Maribel	Königer	Erste Stiftung	maribel.koeniger@erstestiftung.org

Brigitte	Körbler	Stadtschulrat für Wien	brigitte.koerbler@ssr-wien.gv.at
Walter	Koren	Austrian Economic Chambers Vienna. Abteilung Außenwirtschaft	walter.koren@wko.at
Eva	Krennbauer	WAFF (Wiener ArbeitnehmerInnen Förderungsfonds)	eva.krennbauer@waff.at
Bernhard	Kühr	Europäische Kommission Vertretung in Österreich	bernhard.kuhr@ec.europa.eu
Franz-Josef	Lackinger	bfi Wien	bfi.dion@bfi-wien.or.at
Michael	Landertshammer	Wirtschaftskammer Wien	michael.landertshammer@wko.at
Lorenz	Lassnigg	IHS	lassnigg@ihs.ac.at
Bettina	Leidl	departure	office@departure.at
Gertraud	Leimüller	winnovation	Gertraud.Leimueller@winnovation.at
Christopher	Lettl	Wirtschaftsuniversität Wien	christopher.lettl@wu.ac.at
Günter	Liebel	BMLFUW	-
Leopold	Liechtenstein	Industriellenvereinigung (IV) Wien	l.liechtenstein@iv-net.at
Johannes	Lindner	ifte.at / eesi / KPH Wien/Krems	entrepreneurship@gmx.de
Michaela	Loibl	Wirtschaftsagentur Wien - Mingo Services	loibl@mingo.at
Gerlinde	Lonin	The Woman Enterprise Service	lonin@wirtschaftsagentur.at
Johannes	Lutter	Europaforum	lutter@europaforum.or.at
Jörg	Markowitsch	Donauuniversität	joerg.markowitsch@donau-uni.ac.at
Michaela	Mayrus	Wirtschaftskammer Wien	michaela.mayrus@wkw.at
Fritz	Meißl	WAFF (Wiener ArbeitnehmerInnen Förderungsfonds)	fritz.meißl@waff.at
Victor	Mihalic	International Centre of EBCL	mihalic@ebcl.eu
Susan	Milford	IDM - Institut für den Donauraum und Mitteleuropa	s.milford@idm.at
Gernot	Mitter	AK Wien Abt. Arbeitsmarkt	gernot.mitter@akwien.at
Ehrenfried	Natter	ÖSB Consulting	ehrenfried.natter@oesb.at
Helmut	Naumann	Wirtschaftskammer Wien	helmut.naumann@wkw.at
Thomas	Oberholzner	KMU Forschung Austria	t.oberholzner@kmuforschung.ac.at
Hannes	Offenbacher	Mehrblick	office@mehrblick.at
Kress	Oliver	MA27 - FHs	Oliver.Kress@wien.gv.at
Brigitte	Öppinger-Walchshofer	Österreichische Entwicklungszusammenarbeit	office@ada.gv.at
Elisabeth	Pacher	Cultural Contact Point	elisabeth.pacher@bmukk.gv.at
Thomas	Palatin	Automotive Cluster Vienna Region	palatin@wirtschaftsagentur.at
Pamela	Partar	ZSI Zentrum für soziale Innovation	bartar@zsi.at
Birgit	Peters	MA27	birgit.peters@wien.gv.at
Andreas	Philipp	Wirtschaftskammer Wien/biwi	philipp@biwi.at
Daniela	Piegler	MA 13	daniela.piegler@wien.gv.at
Rupert	Pittmann	Wirtschaftsagentur Wien - Umweltcluster Wien	pittmann@wirtschaftsagentur.at
Martin	Prinz	OEAD - Leonardo da Vinci	martin.prinz@oead.at

Alexander	Prischl	ÖGB	alexander.prischl@oegb.at
Martin	Puaschitz	Junge Wirtschaft Wien	martin@puaschitz.at
Andrea	Rainer-Cerovská	National Contact Point Austria / ÖROK	cerovska@oerok.gv.at
Werner	Raza	ÖFSE	w.raza@oefse.at
Matthias	Reisinger	HUB Vienna	sarah.stamatiou@the-hub.net
Mario	Rieder	VHS	gf@vhs.at
Gerhard	Riemer	Industriellen Vereinigung Österreich	g.riemer@in-net.at
Marie	Ringler	Ashoka Austria	austria@ashoka.org
Thomas	Ritt	AK Wien / Abt. Kommunales	thomas.ritt@akwien.at
Ludwig	Roithinger	ÖGB	ludwig.roithinger@oegb.at
Markus	Roth	Junge Wirtschaft Österreich	roth@creativebits.com
Alexandra	Schantl	KDZ	schantl@kdz.or.at
Klaus	Schedler	Wirtschaftskammer Wien	klaus.schedler@wko.at
Gabriele	Schmid	Arbeiterkammer Wien	gabriele.schmid@akwien.at
Bernhard	Schmid	IT Cluster Vienna	schmid@wirtschaftsagentur.at
Christian	Schrack	Bundesministerium für Unterricht, Kunst und Kultur	christian.schrack@bmukk.gv.at
Martina	Schubert	Forum zur Förderung der Selbstständigkeit	buer@martina-schubert.at
Daniela	Schuster	Regionalmanagement Burgenland	daniela.schuster@rmb.co.at
Hannah	Schwanzer	Spengergasse	schwanzer@spengergasse.at
Ursula	Sorschag	bfi Wien	office.bat@bfi-wien.or.at
Friederike	Sözen	Wirtschaftskammer Österreich	friederike.soezen@wko.at
Herbert	Spacil	Bank Austria	herbert.spacil@ba-ca.com
Sigrid	Stagl	Wirtschaftsuniversität	sigrid.stagl@wu.ac.at
Karin	Steiner	abif- analyse beratung und interdisziplinäre forschung	steiner@abif.at
Ilse	Stria	Humboldt Fernlehre	ilse.stria@humboldt.at
Gabriele	Tatzberger	Wirtschaftsagentur Wien. Ein Fonds der Stadt Wien.	tatzberger@wirtschaftsagentur.at
Monika	Thum-Kraft	IFA - Internationaler Fachkräfteaustausch	thum-kraft@ifa.or.at
Reinhard	Troper	Municipality of Vienna	reinhard.troper@wien.gv.at
Andreas	Tschas	STARTEurope	andreas.tschas@starteurope.at
Tülay	Tuncel	Wirtschaftsagentur Wien - Mingo Migrant Enterprises	tuncel@wirtschaftsagentur.at
Andrea	van Oers	Municipality of Vienna	andrea.van-oers@wien.gv.at
Manuela	Vollmann	ABZ Austria - Frauen in der Wirtschaft	manuela.vollmann@abzaustria.at
Josef	Wallner	Institut für Bildungsforschung der Wirtschaft (ibw)	wallner@ibw.at
Heinrich	Weber	MA27 Urbanistik	heinrich.weber@wien.gv.at
Valentin	Wedel	Ak Wien / Abt. EU/Internationales	valentin.wedel@akwien.at
Christian	Wodon	Wirtschaftskammer Wien, Gründerservice	christian.wodon@wkw.at
Bernhard	Wolf	ÖSB Consulting	bernhard.wolf@oesb.at
Kristina	Wrohlich	ZIT - Die Technologieagentur der Stadt Wien GmbH	wrohlich@zit.co.at; hemmer@zit.co.at
Christian	Wurm	MA 23 (Arbeit und Wirtschaft)	christian.wurm@wien.gv.at

Florian	Zuckerstätter	ögj (Gewerkschaftsjugend)	Florian.Zuckerstaetter@oegb.at
		Bundesministerium für Wirtschaft, Familie und Jugend; Abteilung C1/11 - Innovation und Transfer	info@evolve.or.at
		Austria Wirtschaftsservice	impulse@awsg.at
		KMU Forschung Austria	office@kmuforschung.ac.at
		Impulszentrum für Entrepreneurship-Education	office.eesi@bhakwien13.at
		Austrian Economic Chambers Vienna. Gründerservice	gruenderservice@wkw.at
		Business Service of the Vienna Business Agency	kiicl@wirtschaftsagentur.at
		TINA Vienna	office@tinavienna.at
		Italienische Botschaft-Handelsabteilung	commerciale.vienna@esteri.it
		Slovakische Botschaft	emb.vieden@mzv.sk
		Ungarische Botschaft	mission.vie@mfa.gov.hu
		Tschechische Botschaft - Handelsabteilung	commerce_vienna@mzv.cz
		KMU Forschung Austria	office@kmuforschung.ac.at
		WIIW - Wiener Institut für internationale Wirtschaftsvergleiche	wiiw@wiiw.ac.at

3.2 REGIONAL STATE OF THE ART¹

The Vienna region is well-served with entrepreneurship and innovation training facilities, who however mainly deliver part of Phase 3 (Starter Business Skills) and fully Phases 4-5.

Several examples from the offer:

- **Offers for entrepreneurs e.g. The Vienna Business Agency, MINGO** <https://www.mingo.at/de/info/en>. “Mingo Services support, Company founders, Young entrepreneurs, Single-person companies, New self-employed, Company founders having a migration background, Micro-enterprises on their way to sustainable company growth.”
- **Offers for students at universities e.g. The Vienna University of Economics and Business, Institute for Entrepreneurship and Innovation** <http://www.wu.ac.at/entrep/en>. This institute offers a Professional MBS: Entrepreneurship & Innovation – from the mission statement: “The goal of our teaching is to present the students with first-class knowledge in the areas of entrepreneurship and innovation. We orientate ourselves towards leading international universities and business schools. In our course we convey theories, methods and scientific findings. We do not however stop at knowledge communication but shape the student’s entrepreneurial way of thinking and acting with real innovation and founding-projects”.
- **Offers for students at universities of applied sciences e.g. The University of Applied Sciences for Management & Communication** <http://en.fh-wien.ac.at>. This institute offers BA and MA courses in Management – Entrepreneurship. An excerpt from the BA course “Focus Areas: Extensive expertise in business administration and law; management, controlling, marketing,

¹ To be intended as an inventory of public institutions, business incubators, private organisations, trade unions and third sector / NGO organisations providing support to creation and development of business and enterprises. The inventory will also provide a general outlook on legal issues concerning business creation (how to set up and run a business organisation and related costs).

organisational development, etc.; Entrepreneurial skills: case studies, projects with partner companies and company simulations; Development of social skills ...”.

- **Offers for students attending school e.g. The eesi-Impulse Centre & ifte.at** offer various courses to teachers and students of higher vocational schools. One the one hand entrepreneurship education is offered as a compulsory economic subject at higher vocational schools in the form of an economic educational principle with the focus on entrepreneurship and management and on the other hand as a cross-curricular educational principle in all subjects. The curricula 2004 incorporate various starting Points for supporting entrepreneurship education e.g. project-work for the final leaving exam (Matura), project-work at intermediate vocational schools, working with virtual companies, etc. The University College for Teacher Education Vienna/Krems (Kirchliche Pädagogische Hochschule Wien/Krems) in cooperation with the eesi-Impulse Centre, the Federal Ministry of Education, and ifte.at offer a cycle of in-service training workshops for curricula-oriented entrepreneurship education. The new 2014/2015 vocational school curricula will emphasise and strengthen entrepreneurship education even more with the result that a wider spectrum of pre- and in-service training will be needed. The overall understanding of what entrepreneurship education means stretches from supporting the individual founding of SMEs to the strengthening of the ‘citoyen’ attitude and is oriented on the key competences for life-long-learning as formulated by the EU Parliament.

The SMART Point Vienna focuses on pupils and develops a training programme based on the new curriculum for vocational schools (higher vocational schools, intermediate vocational schools, vocational schools for apprentices). In Austria, 80% of upper secondary school pupils attend a vocational school.

The following excerpt from the 2004 curriculum for Higher Vocational Colleges shows the emphasis on Phase 3 (Starter Business Skills) and fully Phases 4-5.

<http://www.abc.berufsbildendeschulen.at/de/download.asp?id=8&theme=Lehrpl%E4ne%3A+Kaufm%E4nnische+Schulen>

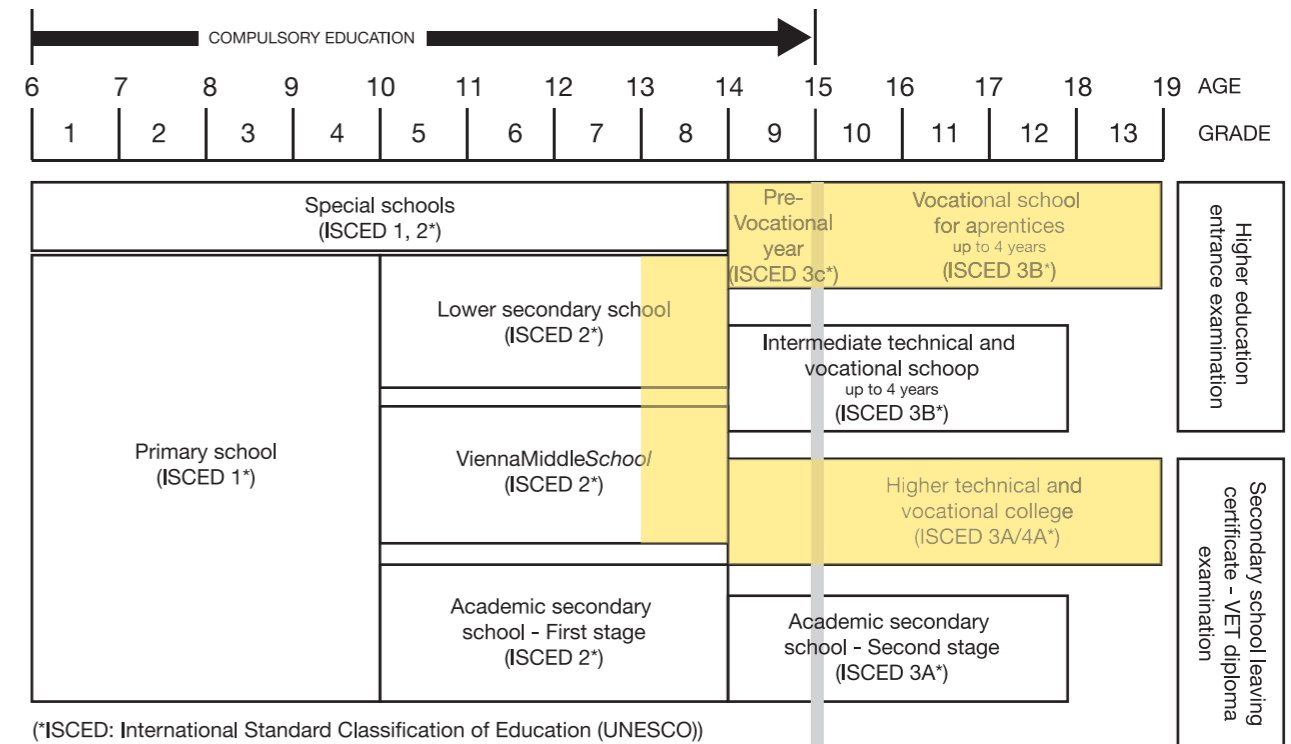
This is one reason why the Viennese SMART Point concentrates on this target group (cf. 3.3. Regional Target Group Specification).

Bildungs- und Lehraufgabe:

Die Schülerinnen und Schüler sollen

- Interesse und Freude an der unternehmerischen Selbstständigkeit entwickeln.
- Kompetenzen für Gründungs- und Übernahmemanagement erwerben.
- Gründungskompetenz durch Entwicklung von Business Plänen erwerben.
- Unternehmenskonzepte in Business Plänen umsetzen können.
- Chancen und Risiken von Unternehmensgründungen und -übernahmen erkennen und beurteilen können,
- über Managementkonzeptionen und Managementtechniken Bescheid wissen und diese in konkreten Situationen anwenden können.
- Qualität in der betrieblichen Arbeit als wichtigen unternehmerischen Strategiefaktor erkennen.
- Personalmanagement als Nutzung der innovations- und umsetzungsbezogenen Fähigkeiten und Kenntnisse aller Mitarbeiter verstehen und einsetzen.
- Informations- und Steuerungsinstrumente der Unternehmensführung anwenden können.
- Veränderung als Managementaufgabe begreifen.
- Projekte in enger Zusammenarbeit mit für die Unternehmensgründung relevanten Institutionen und

VIENNESE SCHOOLING SYSTEM



Accordingly, the SMART trainers are selected from these four different types of schools.

3.4 Regional SMART Point structure

The Viennese SMART Point is situated at facilities of the University College for Teacher Education Vienna/Krems (Kirchliche Pädagogische Hochschule Wien/Krems) in the very heart of Vienna (Stephansplatz).

Before the implementation of the SMART Point, the managements of the Vienna Board of Education and the University College for Teacher Education Vienna/Krems signed a Memorandum of Agreement regarding the sustainability of the Viennese SMART Point after project lifetime.

The SMART Point has a special focus on the three competence areas (From the Idea to the Business Plan): “Idea generation” – “Thinking about starting a business” – “Starting a Business” and has a three-fold function:

- 1) A unique hub for continuing innovation and entrepreneurship teacher education
- 2) A unique hub for cooperation between Youth Entrepreneurship Education Initiatives.
- 3) A launch centre for SMART mobile trainer teams who will visit and present innovation and entrepreneurship modules to Viennese pupils.

A unique hub for continuing innovation and entrepreneurship teacher education

In the context of the University College for Teacher Education Vienna/Krems continuing teacher education

- Organisations initiieren und im Team oder einzeln durchführen und abschließen, dokumentieren und präsentieren können,
- eine Wertebasis entwickeln, welche die besondere ethische Verantwortung des Unternehmers berücksichtigt.
- die gesellschaftliche, soziale und ökologische Verantwortung erkennen, die mit der beruflichen Selbstständigkeit und mit dem Management von Organisationen verbunden sind.
- die allgemeinen betriebswirtschaftlichen und gründungsbezogenen Zusammenhänge und Marktprozesse verstehen.
- durch Entwicklung innovativer Produkt- und Unternehmenskonzepte in experimenteller Umgebung (Business Plan) zur Realisierung dieser Ideen veranlasst werden.
- Elemente des normativen Unternehmenskonzeptes bei Unternehmensgründungen umsetzen können.
- zur Informationsbeschaffung und -auswertung sowie zur Problemlösung fähig sein und
- erkennen, dass Unternehmensführung im besonderen Maß die Fähigkeit und Bereitschaft zur Kommunikation und Kooperation voraussetzt.

Students should be able to

- gain interest and enjoyment in entrepreneurship development,
- acquire skills for start-up and business management,
- implement business concepts into business plans,
- identify and assess opportunities and risks of start-ups and acquisitions,
- get to know the significance of the structures and functions of marketing,
- detect and analyse marketing philosophies such as to recognise global mega-trends, globalization and increased competition from markets,
- plan projects, organize teamwork, implement and act goal-oriented.

3.3 REGIONAL TARGET GROUP SPECIFICATION

“Encouraging entrepreneurship and innovation for young people is part of the Competitiveness and Innovation Framework Programme 2007-2013 and the European Reference Framework on Key Competences. [...] Young people should be encouraged to think and act innovatively and young talent should be recognised. Culture stimulates creativity, and entrepreneurship education should be viewed as a means to promote economic growth and new jobs as well as a source of skills, civic participation, autonomy, and self-esteem.”²

In this context, the Viennese SMART Point focuses on Secondary School pupils **aged between 14 and 19**.

The pupils come from **four different types of Viennese schools**:

- Lower Secondary School / Vienna Middle School (ISCED 2) – final year pupils i.e. 14 year-olds,
- Pre-vocational year (ISCED 3C) – 15 year-olds,
- Vocational School for apprentices (ISCED 3B) – 16- 19/20 year-olds,
- Higher Vocational College (ISCED 3A/4A) – 16 – 19 year-olds.

The following chart gives an overview of the Viennese schooling system and highlights in yellow the four different types of schools where the pupils of the SMART Point target group are situated.

² An EU Strategy for Youth – Investing and Empowering - A renewed open method of coordination to address youth challenges and opportunities - Brussels, 27.4.2009 - COM(2009) 200 final.

programme, the SMART trainers, who are trained in Work Package 5 of the i.e. SMART project (“Train the SMART trainers”), offers innovation and entrepreneurship training workshops to other teachers to disseminate the knowledge they have gained in a so-called “SMART snowball-effect”.

The University College for Teacher Education Vienna/Krems develops and implements a SMART pre- and in-service training course for entrepreneurship education training.

Furthermore, the SMART Point in cooperation with Vienna Board of Education and other partners in the Viennese entrepreneurship education scene, based on the new 2014/2015 curricula for vocational schools, extended its focus to pre- and in-service training for teachers at New Viennese Middle Schools. The “SMART snowball-effect” also reached the other Federal Provinces in Austria.

Mobile SMART trainer teams, who have been trained in Work Package 5 of the i.e. SMART project (“Train the SMART trainers”) and in the so-called “SMART snowball-effect” form teams to systematically visit the four different types of target group schools. The focus of this training is on the three competence areas (From the Idea to the Business Plan): “Idea generation” – “Thinking about starting a business” – “Starting a Business”

Innovative pedagogical methodology and teaching methods are developed to teach these three competence areas. These methods are compiled in an online teaching guide called “SMART Training – Vienna”, which is available on the i.e. SMART Site.

3.5 Regional SMART Point marketing concept

According to the above identified SMART Point target group:

- Lower Secondary School / Vienna Middle School (ISCED 2) – final year pupils i.e. 14 year-olds
- Pre-vocational year (ISCED 3C) – 15 year-olds
- Vocational School for apprentices (ISCED 3B) – 16- 19/20 year-olds
- Higher Vocational College (ISCED 3A/4A) – 16 – 19 year-olds.
- Teachers at these schools

The marketing concept encompasses:

- On-line information about the on-going SMART Point services on the Vienna Board of Education homepage and the homepage of the University College for Teacher Education Vienna/Krems,
- On-line information about the SMART Point training modules on the Vienna Board of Education homepage and the homepage of the University College for Teacher Education Vienna/Krems,
- An information brochure, which is sent to the above mentioned schools to inform them about the SMART mobile trainer teams service (who are the trainers, what they offer, organisational aspects, how to book the SMART mobile trainer teams service, etc.).

3.6 Regional SMART Point additional functions and services

The Viennese regional SMART Point also offers access to international networks such as the “Ashoka – World Leaders in Social Innovation” network <http://austria.ashoka.org/> and the European Youth Start^{er} Network. A member of the Viennese SMART trainers team is an Ashoka Fellow and the Co-Founder of the European Network.



Regional SMART Point additional tools

A special project and additional tool is to be offered by the Viennese SMART Point called “Starte

Dein Projekt” (Start Your Project). It involves the development of a handbook during the lifetime of i.e. SMART which will be used to encourage emerging entrepreneurs (pupils) to transform their dreams and ideas into real products and companies. It also gives teachers concrete guidelines how to teach transformative business skills to their respective pupils.

The handbook concentrates on the following aspects:

- Self-initiative: based on case studies of successful young entrepreneurs it will show how individual ideas can be developed and creatively transformed into concrete outcomes,
- Diversity: particularly based on case studies of successful young entrepreneurs in the areas of Creative Industries, ICT, and Green Economy it will show that there are no limits to the areas in which ideas can be generated,
- Identification: the handbook will contain input from young people for young people hence raising the level of individual identification and understanding. This will make pupils more willing to involve themselves with the complicated thematic of transformative business skills.

2) VENETO

3.1 Stakeholders chart

There are many interesting and relevant stakeholders that could be activated for the specific purpose of the i.e. SMART project in the Veneto region. In this context, we have identified about 30 possible stakeholders that could be involved in project activities/actions.

For the current WP3 conceptualisation phase, The Region of Veneto has invited, on the occasion of the first i.e. SMART Stakeholders Workshop, a selected group from the following wide list.

INSTITUTION	TYPE OF PARTNER	MAIN ACTIVITIES
Confindustria Veneto Siav SpA	Business	It is the Service Agency created by the Provincial Associations and by the Industrial Federation of the Veneto Region. It promotes the organisational development of regional enterprises, mainly small sized, in the transition from a family business organisation to an industrial one. It is able to offer an integrated system of service and advice ranging from Training, Quality, Environment and Innovation.
Confederazione Nazionale Artigianato - CNA Veneto	Business	It represents small and micro enterprises in the Veneto involved in crafts and industry. Its mission is to protect and promote the interests of business in comparison with public institutions, trade unions of employees and other regional associations.
Confcommercio Veneto	Business	It is the association of regional employers of the tertiary sector, It provides services and trade union protection to businesses, with 98 operating facilities located in the Veneto region.
Confartigianato Veneto	Business	It represents the handicraft sector in Veneto. It provides services, consultancy and support to more of 62.000 handicraft entrepreneurs. It coordinates 7 provincial agencies.
Unioncamere del Veneto	Business	It is the Regional Union of the 7 Chambers of Commerce of Veneto. It acts as a support and promotion of the economy, coordinating relations with the Veneto Region and the representatives of local authorities.
Università Ca' Foscari di Venezia	Education	Since 1868 – when it was founded as the first Business School in Italy – Ca' Foscari has always constituted a crossroads of studies, activities, people and events and an important cultural Point of reference.
Università di Padova	Education	University
Università di Verona	Education	University
Università Iuav di Venezia	Education	University
Venice International University	Education	University

INSTITUTION	TYPE OF PARTNER	MAIN ACTIVITIES
Istituto Universitario Salesiano Venezia (IUSVE)	Education	University
Ufficio Scolastico Regionale - USR Veneto	Education	It depends on the Italian Ministry of Education but is an autonomous body performing administrative tasks. Its main objectives are: introduction and implementation of the reforms undertaken in the education and training system; guaranteeing the right-duty to receive an appropriate education and preventing early school leaving; launching initiatives on the vocational guidance and counselling; promoting school-work experiences and internships addressed to students in the high schools; improving the quality of the learning.
Forma Veneto	Education	It is a non-profit organization. It aims to give “permanent representation, unified organization and operational support” to the associated organizations, inspired by the social doctrine of the Church and which represent a large part of vocational training in Veneto.
Veneto Innovazione	Policy	It is the Veneto regional innovation agency and its aim is to promote and develop applied research and innovation within the regional production system. It promotes initiatives for the development of innovation, collecting and coordinating the scientific, organizational and financial resources, existing or confluent in Veneto.
Veneto Lavoro	Policy	It is the regional agency for the employment of the Veneto Region. It is active in advising the Region on the labour policies and monitoring the labour market through the Observatory of the Labour Market and the Regional Labour Market Information System (RLMIS)
Veneto Sviluppo	Policy	It is the Veneto regional financial agency. It manages funds and measures to support SMEs of all the productive sectors. It aims to promote economic development in the region through the implementation of specific initiatives for productive sectors.
Regione del Veneto - Direzione Industria e Artigianato	Policy	It manages the Industrial development policies of the region supporting the productive sector through European, National, Regional aids (in particular for SMEs); including the schemes for innovative SMEs and for young and female entrepreneurs.
Studio Centro Veneto	Education	It is a consulting and training founded by Toni Brunello in 1968 in Vicenza. It offers qualified services to micro and SMEs in the following areas: training, organization, approaches to quality control, marketing and, in particular, the processes of business transfer (research, training, outreach and ongoing consultancy).
Treviso Tecnologia	Business	It is the agency for Technological Innovation established by the Chamber of Commerce of Treviso. It aims is to foster an innovation-oriented corporate culture and in this frame it has set up Neroluce (the Service Centre in support of creativity and industrial design) at La Fornace di Asolo incubator premises.

INSTITUTION	TYPE OF PARTNER	MAIN ACTIVITIES
Parco Scientifico Tecnologico VEGA	Business	It is a network of universities, research centres and the manufacturing business aimed at promoting and developing scientific research initiatives. Its action focuses on technological innovation: Nanotechnologies, ICTs, and the Green Economy. Its mission is the industrial redevelopment, the technological transfer and the new business incubator. In this last case the aim is to stimulate the establishment of new initiatives and the development of innovative entrepreneurial ideas, by partnering with entrepreneur's associations.
Parco Scientifico Tecnologico GALILEO	Business	It is the science park of the Padua province. Its activities aim to boost the companies competitiveness reinforcing the links among business and universities. Its mission consists in sustaining the competitive skills of enterprises through the implementation of activities and services to support the innovation.
H-Farm	Business	It is a venture Incubator located in Treviso and its mission is to accelerate the development of hi-tech start-ups via a combination of seed investment and incubation services.
Start Cube - Incubatore Universitario d'Impresa	Business	It is a university business incubator: a structure created to support aspiring entrepreneurs with the aim of facilitating the creation of new businesses. It comprises BAN Veneto, the Business Angel Network, which is a meeting place for young entrepreneurs who have just launched a high-tech start-up and for investors interested in investing part of their personal resources in enterprise projects with a high rate of innovation.
Fondazione La Fornace dell'Innovazione	Business	It is a business incubator located in Asolo (Treviso). Its mission is to encourage processes of creation and spreading of innovation in businesses, particularly new ones, and in the region with the aim of linking up the local system to the dynamics of knowledge-based economy so that its economic, cultural and social potential may be completely fulfilled.
Associazione Premio Marzotto	Business	It is a non-profit making association with the aim of honouring the memory of Count Gaetano Marzotto. Within the association's aims (research, study, divulgation) there is the search, above all among the younger generations, of those persons who are making a concrete attempt to transform ideas into actions, of those who distinguish themselves for their courage and intelligence, and to give them a backing – even a financial one.
Fabrica	Education	It is the Benetton's communication research centre. It is an applied creativity laboratory, a talent incubator, a studio of sorts in which young, modern artists come from all over the world to develop innovative projects and explore new directions in myriad avenues of communication, from design, music and film to photography, publishing and the Internet.
Laboratorio di Management delle Arti e della Cultura M.a.c.Lab Cà Foscari	Education	It promotes the interdisciplinary connection with other existing research entities, in Italy and abroad, in order to improve and to enhance the systematic dialogue and collaboration with the institutional, business, social, political actors, involved in the growth of the culture as a driver of social and economic evolution.

INSTITUTION	TYPE OF PARTNER	MAIN ACTIVITIES
Fondazione Giacomo Rumor - Centro Produttività Veneto (CPV)	Business	Its main activities are training, including programmes financed by the European Commission (such as ecological auditing, open and distance learning and female entrepreneurship), inter-firm exchanges of best practices and information services. The areas covered by both activities are general management, technology, marketing, cost-accounting, human resources, entrepreneurship and public administration.
Fondazione CUOA	Education	It is a business school, representing the main actors in the academic, company, economic-financial, public and institutional worlds. It is strongly rooted in the unique entrepreneurial context of the North-East of Italy.
Informagiovani	Policy	It is a network of territorial contact Points, in charge of the single Municipalities, aimed to offer information and assistance to young people as regard education, vocational training and working opportunities. They play an important role in attracting young people.
M31 Italia srl	Business	It is a seed investor in new high technology enterprises to which it provides support services to strategy, management, business development, internationalization and the collection of new capital needed for growth.

Regional state of the art

The following considerations and information proceed from the analysis of the following relevant sources:

- results and contributions offered by the regional stakeholders, on the occasion of the meeting carried out on 3 March 2013 in Venice;
- territorial data analysis carried out within the “ET-struct” project;
- contributions obtained through the interaction with the Interreg IVC project “SMART Europe”, coordinated by Province of Flevoland (Netherlands), thanks to the involvement proposed by the Directorate of Industry of the Region of Veneto, partner of the project.

In the past the Veneto Region (PP3) boasted the birth of a large number of new businesses. These new companies were mainly founded by department heads that, thanks to their experience and expertise and to the favourable regional conditions, embarked on an entrepreneurial carrier.

The analysis of the context in that year could help us to understand which are these favourable conditions and try to recreate them in the current scenario facilitating new start-ups.

By reading the available data there is evidence that in Veneto the overall number of young enterprises decreased in the last years because of the crisis, but it is still positive considering the national average; on the other side, the percentage of young firms compared to the whole number of companies registered in the Venetian provinces is definitely lower than the national average.

An important obstacle is represented by the educational system that does not stimulate yet entrepreneurial attitudes. Universities don't offer concrete basis on how to start a business. Targeted courses should be included in all the students' curricula. In order to stimulate in young people an entrepreneurial mindset,

specific courses should start from high school. There is also a gap between scholastic/didactic curricula and competences required by the companies.

There are many institutions and stakeholders active in supporting business and economic development (incubators, intermediaries, public administrators, services providers) in the Veneto region. The most important are:

1. Region of Veneto and Provinces
2. Chambers of Commerce
3. Confindustria Veneto
4. Universities and private incubators
5. Scientific and Technologic Parks

This is a list of the most significant experiences carried on in the Veneto region in order to promote and support entrepreneurship with particular attention to innovation:

Regional incubators. The most significant are:

Fondazione La Fornace dell'Innovazione (http://www.fondazionefornace.org/en_Default.asp)

H-Farm Venture (<http://www.h-farmventures.com/en/>)

M31 Italia srl (<http://www.m31.com/#m31>)

Start Cube - Incubatore Universitario d'Impresa (<http://www.startcube.it/>)

Servizio Nuova Impresa (New Business Service). Operating within the framework of the Economic and Promotional Affairs Service, the New Business Service, set up by the **Chambers of Commerce in Veneto**, aims to offer free support to aspiring entrepreneurs, by guiding and assisting them during the delicate start-up phase of new businesses. The service aims to be a Point of reference for those intending to plan their entrepreneurial future armed with the proper awareness and information. The objective is to spread a culture of enterprise and to encourage the creation and development of business activities and independent employment. The service offers: information on incentives and funding for the various types of activities available at regional, national and EU level, aimed in particular at aspiring entrepreneurs; information on seminars, conferences and training courses aimed at aspiring entrepreneurs and organised by the Chambers of Commerce; an assessment of the advantages and disadvantages of the various legal forms businesses can take, depending on the type and characteristics of the business planned for start-up; access to self-evaluation tests to assess aptitude for starting up a business; indications for drafting a business plan, a useful tool for setting out business ideas and verifying whether they are feasible in economic and financial terms.

Business Angels Network. The regional "Business Angels Network" (<http://www.banveneto.com/>) is a meeting Point for new entrepreneurs, who already launched a high-tech start-up, and investors, interested to invest part of their personal resources in business projects with a high level of innovation. It tries to connect investors and hi-tech Companies.

Start Up Veneto. It is a business plan competition, supported by a bank foundation and by the three universities of Veneto region (Padua, Venice and Verona). It offers the applicants (around 100 per year) a training course on how to create a business plan and on project management, giving the basic tools to start a sustainable business. (<http://www.startcupveneto.it/>)

EU projects. There are some interesting project initiatives that involve relevant partners in Veneto oriented on the specific topic entrepreneurship. Here we Point out the Interreg IVC projects: SMART Europe (<http://smart-europe.eu/>) Organza (<http://www.organzanetwork.eu/entrepreneurship>)

3.3 Regional Target Group specification

In consideration of the target identified by the project partnership, young people between 15 and 30 years, the representatives of the Veneto region (PP and stakeholders) have agreed on the opportunity to concentrate the efforts towards a more restricted target group, identifiable with the young people coming out from high school or from university (18-30). Teenagers (15-18) have more difficulties and face more obstacles to take up an entrepreneurial project.

Stakeholders' comment: "With regard to the definition of the target group for this initiative, it would be more effective to focus the efforts towards the age range 18-35, in consideration of the obvious difficulties for our young people aged 15-18 to commit themselves with responsibility, awareness and autonomy, how required in entrepreneurial activity."

According to this choice the Veneto strategy is addressed primarily to the pupils of high school and university, in order to:

- promoting the i.e. SMART initiative,
- showing the experiences/stories of successful entrepreneurs,
- introducing the practical environment of a company,
- building up an entrepreneurial mindset.

On the other hand, considering the opportunity to open the initiative toward largest ranges of ages (very young, young and adult people), the strategy comprises the possible diversification of services/actions according to the specific needs of the different target/ages.

Stakeholders' comment: "One might think to ad hoc interventions for different targets with appropriate programs (young, graduates, adults ...)."

3.4 Regional SMART Point structure

In view of the project's specificity, PP3 recognised the necessity to link the SMART Point Veneto with one of the main regional stakeholders.

The choice has been guided by the evaluation of the specific competence and experience in managing such kind of initiatives (develop of services - training, consultancy, guidance - to support new innovative and creative entrepreneurship).

According to this need, the choice has gone to one of the most important institutional interlocutors of the Region of Veneto, i.e. the Industrial Federation named Confindustria Veneto.

The selected organisation has a long and consolidated experience in management of initiatives focused on entrepreneurship, innovation and creative approach. It also possesses an adequate competence in management of training and consultant actions addressed to managers and entrepreneurs. Thanks to a long experience within European programmes, the organisation can attest a strong transnational dimension and capability to manage transnational networks and relationships.

Furthermore the organisation consolidated a strong relation with universities and it cooperates regularly with the incubators and the innovation centres of the region.

The choice has been validated by the stakeholders' opinion that it would be important to open the SMART Point inside already existing places/structures, well known and recognised at regional level.

Stakeholders' comment: "The location of the SMART Point should be provided within structures / institutions already present and known in the area (e.g. schools, universities, places frequented by young people, ...)."

The SMART Point is located by the venue of Confindustria Veneto, in Venezia Mestre.

The SMART Point staff has been recruited by the Region of Veneto according to the public procurement procedures. The role of SMART Point Coordinator is offered to the most senior candidate.

Stakeholders' comment: The search for staff of the SMART Point should take into account the already existing expertise operating in the region (the suggestion is to involve expert candidates, avoiding the effort to train not experienced people) and considering the possible involvement of PhDs."

3.5 Regional SMART Point marketing concept

The marketing strategy for the SMART Point in Veneto comprises the following steps:

- using all institutional communication means/tools of the Region of Veneto in order to give the most possible emphasis to the initiative (regional web site, newsletter, thematic portals, public events);
- involving of the institutional stakeholders network of the Region of Veneto in order to assure the maximum possible contribution (regional scholastic office, entrepreneurial associations, trade unions, vocational training system);
- taking advantage from the information and communication means/tools of Confindustria Veneto and from the high visibility of this structure in order to reach possible interesting senior entrepreneurs / experts and to involve them in the SMART Point planned activities;
- organising workshops / meetings / events, in which potential emerging entrepreneurs could have the possibility to learn from the experiences of well-known entrepreneurs stimulating the entrepreneurial mind-sets of young people;
- exploiting the high level of quality initiatives already taken by the region acting as catalyser element;
- forcing the most possible integration and cooperation among several regional entities already involved on the same goal. The integration of supporting services, public and private ones, should be reinforced. The need is to create a network of these intermediaries that have to work together

in an integrated and synergistically way and to be well-informed and aware about the instruments and actors that can answer to the their needs;

- considering the specific role of the public administration, to increase the attractiveness of the Region, to promote the business identity of the territory (from the business Point of view) and to foster the investors attractions, organisation of "public innovation showcases" such as dedicated space in fairs, road shows, exhibitions with the aim to promote innovative i.e. SMART new business ideas and products (i.e. Job Orienta - <http://fair.veronafiere.it/joborienta/home.html>).

3.6 Regional SMART Point additional functions and services

The regional SMART Point Veneto concentrates its efforts on the first three competence areas of the SMART concept, i.e. Idea generation, Thinking about starting a business, Starting a Business (from the idea to the Business Plan).

The basic reason for this choice is that so far local public and private measures and actions are centred basically on phase 3, 4 and 5. The greater lack in the region is identified above all in the first part of the i.e. SMART entrepreneurial pathway.

3.7 Regional SMART Point additional tools

Possible integration with already existing tools. The references at the moment are:

SimuCenter Veneto. It is the regional centre for Simulated Training Companies. The activities of the Veneto Simucenter cover training (in close collaboration with the Veneto Regional School Office), information, support and advice to institutes of higher secondary education in the Veneto region that have activated projects of Alternation School-Job in Simulated Training Companies (<http://www.ifsveneto.net:8088/sc/>).

Business Game. Innovative training tool utilized by the largest Italian universities. This toll has been adapted and transferred to the higher secondary education and to VET (EQF levels: 4 and 5) with the LLP project MEET (<http://www.thebusinessgame.it/meet/>).

TAI (test di attitudine imprenditoriale) - entrepreneurial aptitude test – University of Verona. It is an instrument that can be used to define the aptitude for entrepreneurial profile (created in the 1990s). It describes entrepreneurial potential with regards to eight factors. (http://cd.univr.it/tai_sole/)

3) MODENA

3.1 Stakeholders chart

N.	Name	Type	Competencies	Contacts	Involvement in the project
1	Provincia di Modena	Public Administration	Department for education and training	Silvia Cavani / cavani.s@provincia.modena.it	Institutional partner
2	Comune di Modena	Public Administration	Economic Department	Silvia Sitton / silvia.sitton@comune.modena.it	Institutional partner
3	CCIAA	Chamber of Commerce	Promotion of local economy	Elena Sacchi / elena.sacchi@mo.camcom.it	Institutional / Technical partner
4	CNA	SMEs regional association	Representation of local SMEs	Leonardo Addabbo / Addabbo addabbo@mo.cna.it	Networking partner
5	UNIMORE	University of Modena	Faculty of Economics	Paolo Grasso / paolo.grasso@unimore.it	Institutional / Technical partner
6	DemoCenter SIPE	Public Research Centre	Centre for Innovation and Technology transfer	Greta Bergianti / g.bergianti@democentersipe.it	Technical partner
7	ITCS J. Barozzi	Secondary School	Biggest Secondary School in Modena	Antonella Prandini / prandiniantonella@yahoo.it	Networking / education
8	IIS G. Luosi	Secondary School	Secondary Schools in the district	Siena Giorgio / mois00600q@istruzione.it	Networking / education

3.2 Regional state of the art

Nevertheless the deep crisis that is affecting the whole Europe, Italy, and specifically Modena still owns many developed industrial clusters, mainly mechanical, tiles, textile, food and tourism (the roman catholic cathedral of Modena and the main square are Unesco world cultural heritage) in the world.

The Modena economy reveal a high propensity to entrepreneurship: 98% of the businesses have less than 19 employees (the average is 4.07 employees per company), moreover, the favourable geographical position, near to other European countries turn Modena into a crossroads for international trade.

Types of Companies in Italy

There are several legal forms for setting up a company in Italy

Sole Trader (Ditta individuale): The owner of the business is completely and unlimitedly financially responsible for his trades. It means he is liable for the debts contracted by the firm with all present and future personal wealth. This legal form needs an accountant but it is cheaper than other legal forms (1.000,00 -1.500,00 euros per year).

Simple company (società semplice), it is the most elementary form of company but can only be set up to perform non-commercial profit-making activities.

Joint-name company (Società in Nome Collettivo - S.n.c.), is a type of partnership that can be used to conduct commercial or non-commercial activities, there is no minimum capital contribution and all the partners have unlimited liability. Advantages: Low cost to create it (by a notarial incorporation

deed 1.500,00 – 2.000,00 euro to be set up) and low cost for the accountant (2.000,00 2-500,00 euro per year).

Società in accomandita semplice (S.a.s.). This kind of company allows setting up a company in which the partners have with different levels of liability. There are of two categories of partners: general partners (“accomandatari”), who administrate and manage the company (with unlimited and joint liability); “capital partners” (“accomandanti”), only liable for the shares they hold, they must not be involved in the partnership management. This legal form is suggested for small business willing to bring in new partners, asking them to contribute in the company but limiting the risk to the amount of the capital contributed.

Limited shares company (Società per Azioni SPA) is a limited company characterised by the limited liability of all the shareholders and the presence of a capital in shares that ensures and limits the payment of debts (minimum capital 120.000,00 euros). The company has to be set up by a notarial incorporation deed. The “administrators” manage the company according different types (board of directors, sole director, amministratore unico, consiglio di amministrazione) under the control of the assembly “Assemblea” of all shareholders.

Private limited company (S.r.l.) is used for smaller business. Shareholders are not personally liable for the company obligations. The minimum share capital is 10,000 Euros. The Srl, like all other companies (SNC and SAS included), must be set up by a notarial deed. Also legal persons can be shareholder. It is also possible for a shareholder to hold special personal management rights.

Other types of companies

Other types of companies can be set up, to have specific information; it is possible to contact the each Provincial Chamber of Commerce, a public institution whose mission consists in carrying out functions of general interest within the private business system. Each Chamber carries-out important function in the administrative area (the most important is “the business register”), that offers enterprises a full range of services to facilitate market intelligence and skilled training, to stimulate companies and businesses in innovative efforts and to support business trade relations.

Starting a Business in Italy

After having decided the statutory type of our business organisation, a series of requirements have to be met before starting our activity. The first act after the notarial deed is the company registration in the Business Register. This entails legal publicity and defines the existence of a company, its activity, as well as the juridically relevant events taking place during the company’s life. On registration, the Chamber of Commerce relevant office, in conjunction with the Ministry of Finance, assigns a registration number to each business corresponding to the Company Tax Code. Moreover, business operation also requires certificates, authorisations or licenses, as well as a Business Start-Up statement. Besides being reference Points for the fulfilment of regulatory obligations, the Chambers of Commerce also provides business support services.

3.3 Regional Target Group specification

“Encouraging entrepreneurship and innovation for *young people* is part of the Competitiveness and Innovation Framework Programme 2007-2013 and the European Reference Framework on Key

Competences. [...] Young people should be encouraged to think and act innovatively and young talent should be recognised. Culture stimulates creativity, and entrepreneurship education should be viewed as a means to promote economic growth and new jobs as well as a source of skills, civic participation, autonomy, and self-esteem.”¹

Perfectly in line with the common concept, the **SMART Point in Modena** functions and “services” *target group* consists of **young people** and **emerging entrepreneurs** in the age group between 15 and 30 years. Peculiar attention is addressed to Secondary Schools and Universities for attracting potential beneficiaries (acting in synergy with the same institutions), where anyway even civil society organisations and “third sector operators” is involved in the “recruiting process” in order to catch-up potential beneficiaries also outside the “education world”.

More in details the SMART Point in Modena is specifically pro-active in promoting *idea generation* and the *business culture* (the 1st and 2nd conceptual phases) starting from secondary school students (since the age of 15) up to university students where the attention will be also driven to supporting the business planning and start-up for the emerging entrepreneurs.²



3.4 Regional SMART Point structure

The SMART Point in Modena is physically located at **PP4 - Modena Formazione** headquarter (Strada Attiraglio, 7 - 41122 Modena – I) where one office is dedicated to the administrative and consultancy activities while all the partner *training facilities* (classes and tools) are made available for the necessary seminar, workshop and training interventions.

For the whole project duration *responsible*³ of the Modena SMART Point is a member of the project staff itself while during the project the proper future “internal” operator has been appointed to guarantee the effective sustainability of the service. In addition the SMART Point staff consists of a short number (4 or 5) of *SMART trainer/facilitator*⁴ having a “non-full-time” professional relation with Modena Formazione and basically dealing with a real *facilitation activities* being in charge of the coordination (and even execution) of the SMART Point dissemination / spreading function.⁵ Last, but not least, the Modena SMART Point action also benefits from a flexible number of *external collaborators* at disposal for the implementation first of all of the project related activities (tutoring, consultancy and training), thanks to the creation of a “*list of experts*” to be used as necessary.



Amongst the different functions, the SMART Point has to act as “*one-stop-shop*” allowing thus an

¹ An EU Strategy for Youth – Investing and Empowering - A renewed open method of coordination to address youth challenges and opportunities - Brussels, 27.4.2009 - COM(2009) 200 final.

² According to Modena Formazione experience on actions promoting and facilitating the business start-up only young people in the age after 20 are already “personally” prepared to start-up a business on their own having already developed a personal consciousness of the job market and the business making itself.

³ Being also the contact / reference person.

⁴ The symbol here reported provides the visual representation of the SMART point trainer/facilitator as agreed by the project partnership.

⁵ According to the basic concept the SMART point will act as a “Catalyst for Change” in its region with the ambition to become a real catalyst for the promotion and spreading of a transformative business approach to innovation and entrepreneurship in a merger of competences and thinking styles” having in their facilitators the very first and most effective weapon.

easy access to the public. In this sense, the Modena SMART Point concept has been inspired by an “*open door*” philosophy where thanks to the continuous participation of both current and emerging entrepreneurs⁶ to its activities (*and even their co-generation and co-implementation*) its real efficacy and even existence will be assured. The physical access to the Point can be either assured by the main Modena Formazione entrance or directly by the second entrance leading straight to the parking place (where the permanent office is located).

3.5 Regional SMART Point marketing concept

Since the year 2001 Modena Formazione is an active partner on the regional project called *INTRAPRENDERE* whose main objective is to identify new entrepreneurial talent and to support the starting and the setting up of innovative business enterprises in the Province of Modena. The **network** supporting the project consists of the University of Modena – Reggio Emilia, the Chamber of Commerce of Modena, and the Province public administration, the Municipality of Modena, DemoCenter-Sipe (*the centre for innovation and technological transfer of the University of Modena – Reggio Emilia*) and CNA Modena. The same University, the district secondary school system and the local associations of enterprises represent the project very first “*audience*”, meaning the first target group where to start spreading the business culture and to initiate the “business awareness process” especially (but not exclusively) towards young people.

This is exactly the starting tool for the definition and implementation of the Modena SMART Point **marketing strategy**. All the before mentioned local organizations / institutions⁷ already declared their full commitment for the introduction of the **i.e. SMART** project and the SMART Point concept to the local stakeholders during the first Modena Regional Workshop on December the 17th 2012 .

The same network / stakeholders shared the basic SMART idea of the “*open doors*” (*to attract people directly @ the SMART Point*) but at the same time underlined the importance to BE THERE @ school / university and in whatever occasion it will be possible to actively reach young people. In this sense the same Modena SMART Point is active using the web and its basic *social networking* functions even to overcome “physical barriers” in spreading its voice and message.

3.6 Regional SMART Point additional functions and services

The Modena SMART Point is positioned exactly on the first three competence areas representing the SMART Points “*basic environment*, common in every i.e. SMART region”: **Idea generation – Thinking about starting a business – Starting a Business** (*from the Idea to the Business Plan*).

The basic reason for this choice (officially shared also during the first Modena Regional Workshop) is that so far local public measures and actions are centred basically on phase 3 (*Business Planning*) while phase 4 and 5 are “well covered” by both public and private services: in this sense now the challenge is to find the proper synergies with the running local actions and their promoters to start with them this really new process.⁸

⁶ The SMART points should be real places where emerging entrepreneurs have the concrete opportunity to meet current entrepreneurs, to learn from their real “business cases” and to take profit from the specific “business environment” leading to a real processes of *co-generation* and *co-creation* of future business ideas.

⁷ The Municipality of Modena, the University of Modena, DemoCenter-Sipe, the Province administration and the Chamber of Commerce.

⁸ Official statistics in the Emilia Romagna region count at least 1 registered private company out of 3 workers but on the vast majority of the cases new business start-up is related to traditional sectors or to the family.

⁹More in details the first competence area (“Idea generation”) is leading to conceive the Modena SMART Point as a real *laboratory* for the facilitation of the genesis of (innovative) ideas. Once again the **web** and its potentialities will be fully exploited where the web will be used as “*a real gate to fly all over the world to also catch-up ideas and experiences*”. In this sense the same SMART Point in Modena will be an “open door” location where young generations (and possibly future entrepreneurs among them) have the possibility to take profit of virtual / real experiences supported by the SMART Point staff. ⁹

The second conceptual phase (“Thinking about starting a business”) is mainly centred to the idea that the future entrepreneurs generation has to be already in-formed at school where, on the contrary, so far the school system has only limited and tightened students’ entrepreneurial spirit: the school systems have been conceived (all over the world) as a place where *creativity* and *independence* would have endangered students curriculum and their success potentialities in the world (as they conceive it). In this sense the SMART Point in Modena addresses seminars and lectures to **secondary schools** where the *normal* business planning notions will be transformed into the basics of the “*transformative business approach*” to innovation and entrepreneurship, with focus on subjects as *non-conformism*, *getting out of the rules* and *destroying the stigma of failure*.

The third competence area is then leading the target group to the effective realisation of their business idea. Thanks to the implementation of the basic SMART Point actions (meaning seminars, workshops, trainings and consultancy) even the centre in Modena actively supports local business start-ups.

More in details the overall functionality of the Modena SMART Point has been conceived with a modular approach consisting basically of the following units:

- A) Facilitation workshops for the genesis / structuring of new ideas,
- B) Seminars / trainings for the introduction of the Business Plan with focus on its single parts,
- C) Socialisation workshops for the new business ideas (as drafted according to the SMART approach),
- D) Detailed consultancy for the realisation of the Business Plan ¹⁰ and basic support for the enterprise start-up.

According to the project structure and rationale within the pilot phase the SMART Point is strongly active on the units from *a*) to *c*) (with the precise mandate of involving the widest “public”) while the services referred to unit *d*) is granted to the 5 best emerging entrepreneurs going forward to the SMART Campus ¹¹ and to the other most relevant business ideas.

3.7 Regional SMART Point additional tools

The Modena SMART Point relies on the basic tools as described and foreseen within the common structure and functionality, being the **SMART trainer/facilitator**, a **Pool of experts** for business creation and management, a **SMART Site (ICMS)** with relevant, state of the art training material, research and information about the transformative business approach to innovation and entrepreneurship ¹² and a **ICT**

⁹ Most of the new ideas are generated by “imitation” being sometimes a first re-adaptation of other ideas.

¹⁰ Using the i.e. SMART template.

¹¹ The 5 business ideas will be defined according to the common i.e. SMART selection criteria.

¹² The SMART site has been conceived as a transnational Knowledge Management tool to support knowledge sharing and management inside the project environment (providing all the SMART points with updated contents on project related subjects) and outside it (being the reference tool for project information, training and consultancy action towards project beneficiaries and regional stakeholders).

operator (with basic knowledge) for local management and the implementation of the SMART Site. ¹³ In addition the SMART Point in Modena settles and implements for its target users a “*two level approach*” to the trans-national SMART **Network** as foreseen in the project: the *1st level* intended as direct connection with all the other **regional SMART Points** around the Central Europe area and the *2nd level* as the direct / filtered connection with (**business**) **ideas** all around the SMART regions. The use of “www connection systems” (as simple as *Skype* and *Google hang-out*) will be the common and permanent approach to *help new generations to come closer to new ideas and new experiences* all around Europe.

In conclusion the core soul of the SMART approach is based on the **SMART CONSULTANTS** who act as real **business facilitators** providing specific knowledge and support in preparing a “reasoned” Business Plan and supporting the effective start-up of the enterprise, performing a *joint process* (consultant & future entrepreneur) bringing them to work together to make the business idea much more in line with its feasibility and sustainability.

¹³ Each single SMART point has to use “autonomously” the SMART site and the contents stored / shared, managing also all the training / consultancy activities performed on-line (providing adequate support to the end users).

4) STUTT GART

3.1 Stakeholders chart

NUM-BER	INSTITUTION (English version)	INSTITUTION (National language version)	TYPE OF PARTNER (Education OR Business OR Policy)	MAIN ACTIVITIES (max 200 characters)	CONTACT PERSON (as for i.e. SMART regional activities)	EMAIL	COMPETENCE RELEVANT FOR THE "REGIONAL SMART POINT" (max. 200 characters)
1	Baden-Wuerttemberg connected	bwcon	Business	Business initiative, promoting Baden-Wuerttemberg as a hightech location	Bianca Kolb	kolb@bwcon.de	Network partner
2	Chefcoach	Chefcoach Unternehmensberatung	Business	Business consultancy for startup companies	Gerhard Bach	info@chefcoach.de	Partner in counselling and training activities
3	Enterio	Enterio	Business, Startup Company	Special software development company in healthcare industries	Florian Kopp	kopp@enterio.de	Innovative creative company, potential smartpoint customer
4	Filmakademie Baden-Wuerttemberg	Filmakademie Baden-Wuerttemberg	Education	One of the most famous international film schools	Tina Ohnmacht	tina.ohnmacht@filmakademie.de	Potential smartpoint customer and partner, counselling
5	MFG Innovation Agency for ICT and Media of the State of Baden-Wuerttemberg, ifex	MFG Innovationsagentur des Landes fir IT und Medien des Landes Baden-Wuerttemberg	Business	Centre of excellence for IT, media, and film of the federal state Baden-Wuerttemberg in Germany's southwest	Bertil Kilian	kilian@mfg.de	Network partner
6	Ministry of Finance and Economics Baden-Wuerttemberg, ifex	Ministerium fir Finanzen und Wirtschaft Baden-Wuerttemberg, ifex	Policy	Encouraging and Funding Startup Activities in Baden-Wuerttemberg	Katja Gieseler	Katja.Gieseler@mfw.bwl.de	Multiplicator, counselling, support and funding
7	Pag.es	Pag.es	Business, Startup Company	Developing and implementing iPad desktop Apps for Publishing Companies	David Maus	dm@pag.es	CI, CD iPad and smartphone experts
8	Silhouetris	Silhouetris	Business, Startup Company	Gaming experts	Andre Noller	noller.andre@gmail.com	Innovative creative company, potential smartpoint customer
9	storeguide	Storeguide	Business, Startup Company	Indoor based location systems	Jana Hoppe	i.hoppe@edgit.de	Innovative creative company; potential smartpoint customer
10	TTI Stuttgart	Technologie Transfer Initiative Stuttgart	Education, Business	Startup Counselling of University spin offs	Edith Schmidt	edith.schmidt@tti-stuttgart.de	Network partner
11	University of Hohenheim	Universitat Hohenheim	Education	University	Sandra Ullitze	sandra.ullitze@uni-hohenheim.de	Partner in further education activities, training staff
12	Stuttgart Region Economic Development Corporation	Wirtschaftsforderung Region Stuttgart	Business, Policy	Central contact for investors and companies in the City of Stuttgart and the five neighbouring counties	Veit Haug	veit.haug@region-stuttgart.de	Representing a lot of creative companies in and around Stuttgart
13	Seniors help juniors	Senioren helfen Junioren	Consulting	Consulting in the area of start-up companies and company succession		kontakt@shiberatung.de	counselling
14	Dr. Readwin Consulting company	Dr. Readwin Beratungsgesellschaft mbH	Consulting	Consulting in the area of start up companies	Dr. Readwin	mail@readwin.de	counselling

3.2 Regional state of the art

Many organisations (Chambers, Policy, Education and others) are supporting the creation of enterprises in different ways. There is a kind of incoherent existing network of some of these organisations. For instance we do have common activities in formations like "Start on the campus" coordinated by the

Ministry of Finance and Economics Baden-Wuerttemberg. Business incubators are mainly located at Universities; counselling and other kind of support is well done by the City of Stuttgart especially focused on creative industries, the Stuttgart region Economic Development Organisation and the Ministry of Finance and Economics.

3.3 Regional Target Group specification

Regional target groups are emerging entrepreneurs (students) in the age between 19 and 28, small business start-ups from universities, especially belonging to the Creative Industries and ICT sector.

3.4 Regional SMART Point structure

The Stuttgart SMART Point consists of two adjacent institutions. The first one is the SMART counselling Point with administration, counselling spots, kitchen, a small training area and office workplaces. Across the street, some 50 meters away is the SMART Point training centre, equipped with office furniture, training materials, laptops and software tools. It is shared with two study courses of the Stuttgart Media University using business simulations as a training software tool.

3.5 Regional SMART Point marketing concept

SMART Point Stuttgart is using the existing regional entrepreneurship network to spread information with newsletters, press releases, websites and particularly events, lectures, canvassing and word to mouth advertising.

3.6 Regional SMART Point additional functions and services

Additional functions are:

- Lectures and trainings for Stuttgart Media University and partner universities,
- Yearly European Business Masters Cup competition with international network partners,
- Two weeks winter course for start-ups and freelancer,
- Two weeks summer course company's succession,
- Idea generation workshops,
- Project Management workshops for start-ups.

3.7 Regional SMART Point additional tools

Additional tools are:

- Business plan simulation tools,
- Start-up and company's successor business simulations software tools,
- project management simulation tools.

5) BRATISLAVA

3.1 Stakeholder Chart & SMART Point concept and its main goals

NUMBER	INSTITUTION (English version)	INSTITUTION (Slovak version)	TYPE OF PARTNER	MAIN ACTIVITIES	CONTACT PERSON (as for i.e. SMART regional activities)	EMAIL	COMPETENCE RELEVANT FOR THE "REGIONAL SMART POINT"
1	AIESEC	AIESEC	Education	Enables young students to gain and develop business skills by engagement into the running of the organization. Provides internships abroad	Nadín Anikieva- President of AIESEC Slovakia	nadin.anikieva@aisec.sk	A) Organization of student conferences Symposium and Talents of Tomorrow B) database of proactive and ambitious students
2	Manageria	Manageria	Education	Provides contact and networking of students with successful professionals from business sector.	Ivana Boledovicova- responsible for contact with managers	ivana.boledovicova@manageria.org	A) Manageria runs "Manageria leadership program", which is full of slovak top talented students. B) Organization of conferences - Forum inspirativnych myslienok, Night of chances and various workshops
3	Junior Achievement Slovakia	Junior Achievement Slovensko	Education	Education about financial, entrepreneurial and finance matters primarily on high school and universities.	Monika Korkosova- CEO	korkosova@jast.sk	A) Course for universities "Profession of Entrepreneur" B)Competitions "Intel Business Challenge" and "CSOB HlavaPata" C) Simulation business software D) Workshops
4	Medialab	Medialab	Education	Studio, which facilitates and supports multimedia culture	Ján SICKO	sicko@devkid.com	A) May act as an incubator where students of arts create and develop ideas with commercial potential B) Workshops
5	NADSME	NARMSP	Policy	Supporting small/medium enterprises through education and microcredits schemes.	Jakub Varga	varga@nadsme.sk	Partnership on the projects: "Innofun" and "TwinEntrepreneurs"
6	Connect Coworking	Connect Coworking	Business	Runs a coworking centre with supporting activities in a form of workshops, lectures or networking	Vlado Vaculik- business development	vaco@connect-network.com	A) Renting working space B) workshops C) Networking
7	InQb	InQb	Education	Incubator for young innovative companies from technological or technical sector	Lenka Mikulíková	mikulikova@inqb.sk	A) Renting offices, conference halls B) Consulting/Advisory
8	Mozgohouse	Mozgohouse	Business	Coworking centre with tight relations with business angel's association 42Angels	Martin Majemik	detorion@gmail.com	A) Free working spaces B) Networking C) Help with financing of the innovative ideas
9	TheSpot	TheSpot	Business	Coworking centre and online platform for startup community	Ivan Debnár	ivan@thespot.sk	A) Renting working space B) workshops C) networking D) mentoring
11	Startup Weekend Bratislava	Startup Weekend Bratislava	Business	Organiser of Startup Weekend hackatons in bratislava	Michal Maxian	michal.maxian@startupweekend.org	A) Organization of workshops, lectures and meetings B) networking
11	Rozbehniša Academy	RozbehnišaAcademy	Business	Motivating young people towards proactivity, entrepreneurship through the series of night talks with successful people	Juraj Kováč	juraj.kovac@rozbehnisa.sk	Organization of lectures
12	Creative Industry Forum	Fórum kreatívneho priemyslu	Business	Platform aims to promote creative industry sector. Provides advisory, contacts and info for anyone who is interested in this field	Zora Jaurová	zora.jaurova@gmail.com	A) Contacts/Networking B) Know-how
13	Young Entrepreneurs Association of Slovakia	Združenie mladých podnikateľov Slovenska (ZMPS)	Business	Organization's focus is on support for young entrepreneurs. She provides mentoring, help with financing and competitions for young innovative entrepreneurs	Ján Solík	jan.solik@zmps.sk	A) Mentoring B) Networking C) ZMPS runs Slovak business angels network with contacts on potential investors, as well as online market for ideas and capital "Ideamart.sk" D) Lectures E) Competition "Vyhrajte investora"
14	The Best Idea (Západoslovenská energetika)	Najlepší nápad (Západoslovenská energetika)	Business	The idea behind this project is to support innovative ideas, with focus on renewable energy and "greener planet". Project is for high schools	Juraj Kováč	juraj.kovac@rozbehnisa.sk	Support for young people and their innovative ideas from given sector
15	Freeweb (Websupport)	Freeweb (Websupport)	Business	Freeweb is project that supports new web projects (startups). Offers them free hosting	Michal Truban	freeweb@websupport.sk	Provides free hosting on the web

SMART Training Network for Innovation and Entrepreneurship in Emerging Sustainable Sectors is an outcome of cooperation among twelve program partners from seven regions in central Europe. The main goal of project SMART is to improve the local innovation ecosystem and competitiveness of human capital within the partner regions.

SMART Training Network consists of regional training centers (SMART Points). SMART Points are interlinked in a transnational management structure (SMART Network). SMART Network will enable regional partners to share best practices and provide SMART Points with trainings, and access to ICMS state of the art knowledge development tool.

SMART network focuses primarily on supporting entrepreneurship in sustainable sectors. SMART Points offer consulting, mentoring and educating aspiring entrepreneurs primarily in Creative Industries, Green Economy and ICT. SMART Points are the Points of first contacts for upcoming entrepreneurs seeking advice to establish and run their innovative businesses.

SMART Points offer educational programs catered to the specific need of local entrepreneurs in the partner regions. SMART Points differ in each of the partner regions in terms of structure but also services they offer. Each SMART Point is custom made, taking into account the existing infrastructure within the local infrastructure available to entrepreneurs.

Regional SMART Points serve as catalysts of local innovation ecosystems. SMART Points actively seek cooperation with existing players in the local ecosystem in order to maximize potential outcomes of the program and ensure its sustainability. Moreover, the international aspect of SMART Network is likely to result in establishing parallel partnerships of different actors within the partner regions.

SMART Point in Bratislava region aspires to become an entry Point for young entrepreneurs willing to become part of the booming local innovation scene. The innovation ecosystem in Bratislava region has been transformed over the past three years and is now catching up with other ecosystems in the CE regions. The SMART network initiative should therefore use this momentum and become a valuable part of the local scene.

3.2 Regional state of the art

SMART Point in Bratislava region aspires to become an integral part of the local innovation ecosystem. Therefore the concept of the SMART Point in Bratislava is designed to fit within the existing infrastructure. SMART Point works closely with student organizations supporting entrepreneurship at the local universities, public institutions and NGOs and trade unions active within the fields of interest for SMART Point. Furthermore, SMART Point aspires to become a valuable source of upcoming businesses and skilled entrepreneurs for the recently established incubators and accelerator programs.

2.1. Student organizations

Slovak market suffers from a discrepancy between an educational system and innovative entrepreneurship. This gap is partly filled with student organization's activities, providing students with case studies and connecting them with local tech industry. Most active student organizations are AIESEC, Manageria and Junior Achievement Slovakia. These organizations focus primarily on management students, teaching them leadership and entrepreneurial skills. MediaLab is an experimental studio operating within an Academy of fine arts and design in Bratislava. Medialab acts also as an incubator, where students of fine arts and design create ideas with commercial potential.

2.2. Public institutions

Public institutions and their initiatives play a vital role in cultivating local innovation ecosystem. Bratislava municipality is committed to foster local entrepreneurship and is currently running several projects including EKOprofit (environmental management), INCOMPASS (creative economy), DIFASS (financial support for small and medium enterprises) and Central Markets (support for traditional open-air markets in Central Europe). NADSME is a governmental agency that is specialized on supporting small and medium business in Slovakia. It provides information and education for entrepreneurs as well as funding from microcredit schemes. SEIA which is the Slovak Energy and Innovation Agency strives to foster innovations, research and entrepreneurs from the sphere of renewable energy.

2.3. Third sector/ NGO's

Third sector and non-governmental organizations act mainly as networks of like-minded individuals. They offer organizational support and sometimes also creative space for activities that are likely to generate innovation. For example, Malý pes and Punkt promote innovation in the area of design, architecture and fine arts. Progressbar is a hackerspace-place for meeting various communities within the IT sector in Bratislava. RozehniSa Academy is a series of lectures, where successful entrepreneurs talk about entrepreneurship. StartupWeekends are increasingly popular among aspiring entrepreneurs. These 2-day hackatons are a great opportunity to create complementary teams and minimum viable products.

2.4. Trade unions

Entrepreneurs are often lacking network of industry contacts and years of experience. Trade unions are great platforms for sharing know how and creating industry connections. Creative Industries Forum (CIF) provides IP advisory, contacts and networking to everyone who is interested in the creative industry. The Association of Young Entrepreneurs in Slovakia was created as a platform to support aspiring entrepreneurs by providing them with help related to establishment of new businesses as well as access to private investors. Slovak Chamber of Commerce and Industry supports growth and international expansion of Slovak firms. It's "Innocrafts" project supports entrepreneurship in the sector of fine arts.

2.5. Private initiatives

The innovation ecosystem in Bratislava region is increasingly being supported by local private companies with their own initiatives. iKid founded by KPMG aims at developing basic entrepreneurial skill in primary school kids. Nejlepší nápad, supported by EON, is a project for high school students who have innovative ideas in the field of renewable energy. Local webhosting leader Websupport supports upcoming IT project with its Freeweb initiative. Neulogy, local innovation management and technology transfer consultancy, created a competition for start-ups call StartupAwards.sk.

2.6. Business incubators, accelerators and co-working centers

SMART Point Bratislava aims at improving the preparedness of aspiring entrepreneurs and made them ready to set up a business or join an accelerator program. Newly established incubators and accelerator programs will thus be an ideal partner for the SMART initiative in Bratislava region. Connect is a co-working center offers offices to rent, networking and workshops for all starting entrepreneurs and freelancers. InQb is a business incubator of the Slovak Technical University providing services to technological start-ups. Mozgohouse offers free offices, networking and financial sources for young innovative entrepreneurs. The Spot is a concept of co-working centre based in Bratislava and online platform for start-up community with its own accelerator program for start-ups.

2.7. Providers of capital

The setup of SMART Point Bratislava recognises the increasing activity of business angels and other sources of start-up funding. There are two formal business angel networks active in the Bratislava

region, namely 42 Angels and Klub Podnikateľských Anjelov Slovenska. Although the Venture Capital industry is critically underdeveloped in Slovakia, VC funds from the neighbouring countries such as Credo Ventures from Czech Republic or 3TS Capital Partners covering the whole CEE region are increasingly exploring investment opportunities in Slovakia.

3.3 Regional Target Group specification

SMART Point Bratislava aims at developing basic entrepreneurial skills in undergraduate university students. Furthermore, SMART Point Bratislava aspires to connect students from various fields of study in order for them to establish multidisciplinary teams capable of forming a sustainable start-up company. Therefore the program is initially focused on students from the following universities:

- Slovak Technical University,
- Comenius University in Bratislava,
- University of Economics in Bratislava,
- Academy of Fine Arts and Design.

The SMART Point Bratislava aspires to become an exclusive program for top university students in Bratislava. Apart from academic merit, students are required to command a high proficiency in both spoken and written English. This should ensure that the program can be attended by some of many international students currently studying in Bratislava and that the program will not have to rely solely on local mentors.

3.4 Regional SMART Point structure

SMART Point in Bratislava region consists of a comprehensive educational program for aspiring entrepreneurs (SMART program), physical location (SMART Point) and a local coordinator (SMART coordinator).

4.1. SMART program

Smart Program consists of three parts: SMART workshops, SMART Camp and demo day. As part of the pilot project, it is intended that the SMART Point Bratislava will complete 4 day workshops for 20–30 students. Workshops are structured to improve creative thinking and presentation skills of the participants and teach them how to design and articulate a business model for their business idea. The best teams are invited to the SMART Camp to work on their ideas and present them during the Demo day to mentors investors and other stakeholders of the program.

4.2. SMART coordinator

SMART coordinator is the core of all SMART Point activities. The coordinator is responsible for marketing of the program, organising and facilitating of the workshops and demo days as well as providing ad hoc information to entrepreneurs. SMART coordinator should have a background in education as well as some entrepreneurial experience.

4.3. SMART Point

Most of the SMART Point activities take place in SMART Point, which is a physical location in Bratislava. This space should meet the following requirements:

- Capacity for at least 30-50 people,
- At least 2 separate rooms,
- Technical equipment including internet connection, beamer and steaming technology,
- Convenient location that is easily reachable by public transport.

3.5 Regional SMART Point marketing concept

The success of the SMART Point project in Bratislava region is depending on the ability of the program to attract the brightest and the most motivated students across different fields of study as well as the best mentors, most prominent investors and other stakeholder who ensure that the projects graduating from the program finds further support and materialise.

The marketing of SMART Point Bratislava is based primarily on online tools including website and social media. The content created by the SMART coordinator, mentors and participants should be published on the website and spread using social media including Facebook fan page, Twitter account and LinkedIn group of SMART Bratislava.

SMART Point Bratislava is to be marketed also through the events. These events include grand opening of the program, roadshow that should take place at the universities, and the demo day where all relevant stakeholders and media should be invited.

3.6 Regional SMART Point additional functions and services

Besides the major functions, training and motivating aspiring entrepreneurs, SMART Point engages in a multitude of complementary activities. First and foremost, SMART Point should facilitate networking of different actor in the start-up ecosystem, especially students across academic majors and different stakeholders and institutions. SMART Point also gathers and publishes relevant data on innovation and innovation infrastructure from Bratislava and other partner regions. Since the SMART Network is an international program, SMART Point Bratislava should engage in cross-border networking and encourage different stakeholder from Bratislava to find partners in other regions. Fostering such cooperation should lead to establishing SMART exchange program for the best graduates of the program in all the partner regions.

3.7 Regional SMART Point additional tools

SMART Point uses several tools during the workshops and beyond in order to maximise the outcomes of the program. During the workshops, the participants are encouraged to use the Business Model Canvas to formulate the business model for their business proposals. They are taught to use the Lean Canvas to be able to define the minimum viable product and test their basic hypotheses about product development. Finally, the participants are encouraged to use LinkedIn as a great networking aid.

6) BUDAPEST¹

SMART POINT @ THE BUDAPEST ENTERPRISE AGENCY

3.1a Stakeholders chart

NUM-BER	INSTITUTION (English version)	INSTITUTION (National language version)	TYPE OF PARTNER (Education OR Business OR Policy)	MAIN ACTIVITIES (max 200 characters)	CONTACT PERSON (as for i.e. SMART regional activities)	EMAIL	COMPETENCE RELEVANT FOR THE „REGIONAL SMART POINT“ (max. 200 characters)
1	Organization of Budapest Chamber of Commerce and Industry	Budapesti Kereskedelmi és Iparkamara	Policy	BCCI aims to help the development and organization of the Hungarian economy, protects the safety of business transactions and the respect of fair play market behaviour and represents the general and joint interests of the business organizations.	Csaba ELEK	elek.csaba@bkik.hu	experience in business consulting
2	Yield Ltd.	Yield Kft.	Business	YIELD training and developing Ltd. After the initial period the service has changed the nature of the project management into a consultancy activity.	Attila GURABI	agurabi@yield.hu	experience in business consulting
3	ALEAS Hungary Ltd.	ALEAS Hungary Kft.	Business	The mission of ALEAS Group is to help it's customers to reach a long-term competitive advantage. The complex service portfolio encompasses the development of e-learning in all the major areas of designing and producing specific learning through controlling education support.	BankVECSEY	vecseyb@aleasgroup.com	experience in business consulting
4	M27-Absolvo Ltd.	M27-Absolvo	Business	Our aim is to support the growth and development of organisations with the help of financial tools on domestic and foreign markets as well.	Istvan GYURACZ NEMETH	ivan.gyuracz@m27.hu	experience in business consulting
5	European Entrepreneurship Foundation	European Entrepreneurship Foundation	Policy	Catalyzing an entrepreneurial society in which job creation, innovation, and the economy flourish. EEF helps building the next generation of European companies.	Gabor BONYHADI	-	experience in business consulting
6	Design Terminal	Design Terminal	Business	We're working for the Hungarian creative industries	Zoltan ACS	zoltanacs@designterminal.hu	working in Creative Industries sector
7	MediaGO Foundation	MediaGo Alapítvány	Business	The Foundation's mission is to help young people positioning in the labour market beginning of their career, providing trainee places for participants by taking part in our apprenticeship training program.	Andrea TASI	tasi.andrea@mediago.hu	provides apprenticeship programmes for young people
8	Singularity.org Google-Nasa Project	Singularity.org Google-Nasa Project	Business	Our mission is to assemble, educate and inspire a new generation of leaders who strive to understand and utilize exponentially advancing technologies to address humanity's grand challenges.	Botond BOGNAR	-	supports great business ideas
9	Novell	Novell Magyarországi Képviselete	Business	The enterprise software solutions is one of the key players in the domestic market. The NetIQ, Novell and SUSE products as the official national distributor for the company's infrastructure-wide solution.	Tamas BIHARI Dr.	-	working in ICT sector
10	Corporate Values Ltd.	Corporate Values Szervezettefejlesztő és Vezetési Tanácsadó Kft.	Business	We help create learning organisations that operate more effectively and adapt to change more efficiently. Our development programmes are characterised by a behaviourism-based approach.	Gergely NEMETH	nemeth.gergely@cova.hu	experience in business consulting, training and organisational development
11	BC Ltd.	BC Kft.	Business	"The best way to find yourself is to lose yourself in the service of others." Personal development, business and life, self and team coaching, Coach of Hungary in 2012	Brigitta BANHIDI	banhidib@gmail.com	experience in business consulting, training and organisational development

¹ In order to be more effective in the Budapest region the two partners decided to set-up two separated (but coordinated) SMART Points: therefore there will be the one @ the Budapest Enterprise Agency (BEA) and the other one @ the Budapest College of Communication and Business (BKF).

3.2a Regional state of the art

National initiatives to support young entrepreneurs:

- EU funds in operational programmes, (TÁMOP 2.3.6/B) providing also basic training for business plan making,
- National Innovation Agency's call for mentoring for new innovative enterprises.

Some organizations with programmes suitable to support young entrepreneurs:

- Chamber of Commerce and Industry,
- Association of Young Entrepreneurs (FIVOSZ),
- National Association of Enterprises (VOSZ).
- Junior Chamber International,
- Professional student organizations (AIESEC, etc.),
- Student organizations (HÖOK, etc.),
- Employment Offices,
- Business incubators,
- Network of Enterprise development Agencies.

In Hungary business creation is a relatively easy procedure. For more information please visit: <http://europa.eu/youreurope/business/starting-business/setting-up/hungary/>
Further information, reports, studies can also be found on the Hungarian Investment and Trade Agency's webpage (www.hita.hu)

3.3a Regional Target Group specification

University students and fresh graduates belong to the most important target group of the Budapest SMART Point. We want to establish direct connection with universities, and career offices, centres of the universities in Budapest region, in order to reach our target group directly, facilitate the realisation of the student's business ideas and offer them our services. Career offices are usually in connection with some actors of the labour market (mostly with employers and companies which offer internships for the students); sometimes they also offer trainings and consulting. However, they seldom can provide special and targeted help to those young people, who want to start a business and want to become entrepreneurs. They are also not in connection with incubators or chambers. It means, that a student can find appropriate help if he/she wants to become an employee, and find a job. But he/she will get lost, if his/her plan is to start a business. Also universities usually have a very rigid structure, their faculties are separated from each other, sometimes even physically (meaning different campuses). There is also no discussion between higher education institutions offering courses in different branches. The Budapest SMART Point aims to handle those problems by offering a place to university students from different HEI's of the city to meet and network.

3.4a Regional SMART Point structure

The Budapest SMART Point consists of a coordinator responsible for organising the work at the SMART Point, for keeping contact with the members of the SMART Network, the local stakeholders and the experts.

3.5a Regional SMART Point marketing concept

In the first phase, when setting up the Budapest SMART Point, we aimed to promote this new possibility and our services by contacting directly the career offices of the Budapest HEI's. We aimed to make a – kind of - market research to find out more on their needs and expectations. We also take part on their job fairs, in order to meet our audience directly.

Of course, we use the tools provided by the project consortium for marketing purposes as well (i.e. webpage, Twitter, Facebook, and so on) and the communication channels of BEA and BKF. (Newsletter, own Web-page, etc.).

3.6a Regional SMART Point additional functions and services

In the SMART Point of Budapest additionally organizes:

- case study presentations of successful, if possible entrepreneurs (prezi.com, etc.),
- thematic workshop and training sessions,
- meeting with investors,
- several thematic databases.

As additional function, the SMART Point can act as a hub for initiating exchanges, generating co-operations, contributing to the emergence of high added value, multidisciplinary products and services. In later stages, it is not excluded that the SMART Point should act also as a social meeting Point, where young people can come in and find entertainment. A crucial function of the SMART Point can also be a role of professional association defending and communicate the young entrepreneurs' interests towards governmental, financial organizations. The SMART Point on a regular basis monitors the situation of the young entrepreneurs registered and makes proposition towards stakeholders, decision makers responsible for the elaboration of economic development programmes. The SMART Point establishes waste and relevant network of co-operating partner institutions.

3.7a Regional SMART Point additional tools

Additional tools can be:

- specially elaborated financial instrument,
- more conventional consultancy,
- newsletter, webpage, facebook,
- common platform with several organizations having young people, entrepreneurs as members and/or target audience.
- study visits,
- innovation programmes.

SMART POINT @ THE BUDAPEST COLLEGE OF COMMUNICATION AND BUSINESS ²

3.1b Stakeholders chart

N.	INSTITUTION (English version)	INSTITUTION (National language version)	TYPE OF PARTNER (Education OR Business OR Policy)	MAIN ACTIVITIES (max 200 characters)	CONTACT PERSON (as for i.e. SMART regional activities)	EMAIL
Governmental/Public institutions providing services to SME sector						
1	Budapest Chamber of Commerce and Industry	Budapesti Kereskedelmi és Iparkamara	Policy	BCCI aims to help the development and organization of the Hungarian economy, protects the safety of business transactions and the respect of fair play market behaviour and represents the general and joint interests of the business organizations.	Csaba ELEK	elek.csaba@bkik.hu
2	National Association of Young Entrepreneurs	Fiatal Vállalkozók Országos Szövetsége	Policy	FIVOSZ is an NGO that manages national programmes helping young people to become entrepreneurs. It also has a lobbying power.	Ildikó MESZAROS	titkarsag@fivosz.hu
3	SEED Foundation	SEED Kisvállalkozás-fejlesztési Alapítvány	Policy	SEED is an NGO dealing with the development of SME's	-	seed@seed.hu
4	MAG Ltd.	MAG Zrt.	Policy	MAG Zrt. is a national authority responsible for all the grants related to SME sector.	-	info@magzrt.hu
5	Budapesti Vállalkozás-fejlesztési Közalapítvány	Budapest Enterprise Agency	Policy	BVK is a public organisation, responsible for SME development of the capital.	György SZEKERES	szekeres.gyorgy@bvk.hu
Venture Capital organisations						
6	Morando Venture Capital Ltd.	MORANDO Kockázati Tőkealap-kezelő Zrt.	Business	Morando is a venture capital organisation. Within its portfolio, companies dealing with green technologies are significant.	-	info@morando.hu
Consultant/trainer companies, foundations helping young entrepreneurs						
7	Corporate Values Ltd.	Corporate Values Szervezetfejlesztő és Vezetési Tanácsadó Kft.	Business	We help create learning organisations that operate more effectively and adapt to change more efficiently. Our development programmes are characterised by a behaviourism-based approach.	Gergely NEMETH	nemeth.gergely@cova.hu
8	M27-Absolvo Ltd.	M27-Absolvo	Business	Our aim is to support the growth and development of organisations with the help of financial tools on domestic and foreign markets as well.	Istvan GYURACZ NEMETH	ivan.gyuracz@m27.hu
9	Singularity.org Google-Nasa Project	Singularity.org Google-Nasa Project	Business	Our mission is to assemble, educate and inspire a new generation of leaders who strive to understand and utilize exponentially advancing technologies to address humanity's grand challenges.	Botond BOGNÁR	
10	MediaGO Foundation	MediaGo Alapítvány	Business	The Foundation's mission is to help young people positioning in the labour market beginning of their career, providing trainee places for participants by taking part in our apprenticeship training program.	Andrea TASI	tasi.andrea@mediago.hu
Companies and organisations related to creative industries						
11	Design Terminal	Design Terminal	Business	The Design Terminal is the governmental organisation for the development of creative industries in Hungary. They organise events, fairs, professional meetings in order to facilitate the networking between professionals of the creative business sector.	Zoltán ACS	zoltanacs@designterminal.hu
12	Kitchen Budapest (KIBU)	Kitchen Budapest (KIBU)	Business	KIBU is an organisation established by T-KOMM Hungary to serve as an incubator house for creative ideas.	-	info@kitchenbudapest.hu
13	WAMP	WAMP	Business	WAMP is the biggest art fair in Budapest, that supports newcomers in the field of creative industries,	Gabriella ROTHMAN	rothman@wamp.hu

² The BKF SMART Point will be located at BKF campuses and will mainly focus on the needs of BKF students in order to facilitate the development of the students' entrepreneurial skills and to help them to become entrepreneurs and to create their own start-ups.

14	DEFO labor	DEFO labor	Business	A galerie, that offers possibility for young artists to introduce their works to the public	-	info@defolab.com
15	Europa Design Ltd.	Europa Design Kft.	Business	A design company	-	marketing@europadesign.hu
Media						
16	brandtrend.hu	brandtrend.hu	Business/media	Brandtrend is an online media that deals with marketing, startups, SME sector	András KOSZEGI	info@brandtrend.hu
17	edupress.hu	edupress.hu	Education/media	Edupress is an online media that publishes articles related to education	Erzsébet TAKACS	edupress@edupress.hu
18	felvi.hu	felvi.hu	Education/media	An online media that publishes articles related to education	Gabriella FODORNE BODNAR	szerkesztoseg@felvi.hu
19	fisz.hu	fisz.hu	Education/media	An online media that publishes articles related to education	Edit ARVAI	edit.arvai@dfi-hungaria.hu
20	frissdiplomas.hu	frissdiplomas.hu	Education/media	An online media that publishes articles related to education	-	info@frissdiplomas.hu

The BKF SMART Point aims to have **permanent connections** to the actors of the business life, NGO-s and governmental organisations especially in the dominant fields of our education (Creative Industries, i.e. arts, design, communication, media and journalism, cultural tourism).

For the organisations considered to be **key stakeholders**, please, refer to the above mentioned stakeholder chart.

3.2b Regional state of the art

The Budapest Region is the **centre of the Hungarian economy**, with the largest number of SME's operating in the capital and the greatest contribution to the national GDP and the employment rates. Budapest is the centre of national Research, Development, Innovation (R+D+I) initiatives, especially in the fields of IT and Green Technologies. **Budapest is not only national, but also Central-European base of creative industries.**

Consistently with this services offered to SME's are to be found in high abundance here. However, those services target already existing firms in most of the cases. **Start-up culture, spin-off companies need to be encouraged.**

Services are usually offered by

- the Chamber of Industry and Commerce,
- the Budapest Enterprise Agency,
- incubator houses, some of them located in industrial parks,
- business angels and consultants,
- other financial actors.

Considering our target group, university students and young entrepreneurs, there is a **lack of services** offered to them, and **tailored to their needs**. Universities and colleges (universities of applied sciences) offer **courses** related to entrepreneurial skills, but usually in a form of frontal education, i.e. in theory, not in practice.

Most higher education institutions have a **career office** to connect the education to the labour market. Those offices usually help students to find an internship or a job, but not to become entrepreneurs. Some universities establish **start-up centres** in order to facilitate the creation of spin-off companies. They can also serve as "role model" for our BKF Smart Point, and **establishing connections with them** can result in a fruitful partnership.

3.3b Regional Target Group specification

As mentioned before the BKF SMART Point basically focuses on the needs of the **students in tertiary education**, and targets **BKF students** with its activities. However, the services are open to all the young entrepreneurs, and especially in case of events, we involve the **maximum number of people**, thinking of starting a business (i.e. students of other universities, young entrepreneurs, young unemployed people, etc.)

There is a special focus dedicated to our **alumni students**, as well.

Considering the age of our target group, we focus **on young entrepreneurs, aged 18-30**. Nevertheless, alumni students, or correspondent students above 30 can also turn to the BKF SMART Point for help.

Considering the **business sectors**, we not only focus on the 3 main domains of i.e. SMART (Creative Industries, Green Economy, and ICT), but we aim to **expand** our services to other fields on which BKF has experience. As for these 3 domains, we mainly focus on the **creative industries**, since our students and consultants basically study/work on this field.

3.4b Regional SMART Point structure

By starting a SMART Point, we have to deal with

- infrastructural needs and
- human resources.

As for BKF, we don't have extra resources in our i.e. SMART budget to establish a "brand new" SMART Point with new infrastructure, co-working spaces, offices, all the equipment, etc. But as for the first steps, this will not cause any problem.

BKF – as higher education institution – already has the basic infrastructure to offer services. We have well-equipped teaching and training rooms, some community spaces, and Wi-Fi is available on the whole territory of our campuses.

For events, courses and trainings we can secure the rooms and equipment (projector, whiteboard, flipchart, etc.).

For consultancy, an office or a teaching room will be designated.

Considering the human resources, we keep the "general" SMART Point structure: a coordinator is appointed, and some consultants and trainers (mainly our own teachers) help his/her work.

The coordinator is responsible for the following tasks:

- organising the SMART Point activities at BKF and in the SMART Point network,
- establishing a SMART Point trainer-consultant database and keep in touch with all the related trainers,
- organising the consultancy services,
- according the time schedule of the consultancy, in some cases she/he also can give consultancy,
- promoting the SMART Point activities at BKF to inform students, student organisations, colleagues, teachers, the Students' Information Office etc.,
- to prepare news and articles on the events of the SMART Point. Those articles have to be in ac-

cordance with the i.e. SMART templates, and have to be controlled by the project's communication manager,

- editing the SMART Site (on behalf of BKF),
- to keep in touch with other SMART Point (and the SMART Network) especially with Budapest SMART Point,
- to contribute to the organisation of SMART Point events, to collect data on the traffic of the SMART Point, on the number of participants on trainings, events, courses. The Coordinator has to make a report on the SMART Point activities every semester (provisionally in February and in June-July).
- The SMART Point Coordinator can take part on the project's international meetings.
- The SMART Point Coordinator contributes to the organisation of the SMART Point competition.

The SMART Point trainers:

Trainers do not have a permanent job at BKF SMART Point. They work on different tasks (holding a course, a training or organising an event), and they give consultancy.

Frequency of the consultancy: BKF offers 80 minutes of consultancy every week, in coherence with the regular timing of the classes at our institution. At the beginning of the semester, a time schedule will be published about the dates, topics of the consultancy and about the consultant teacher/trainer on that given date. Trainers are also asked to answer online questions.

3.5b Regional SMART Point marketing concept

The SMART Point is promoted via the following tools:

- BKF's basic and official communication tools
 - » ETR – electronic student administration system – all the students are available via ETR-messages,
 - » COOSPACE – BKF's electronic e-learning and collaborative learning platform. A separate forum will be opened to BKF SMART Point, on which students can ask, they can get answers from trainers, they can upload and download documents, etc.
 - » BKF's webpage and Facebook – regular news and articles will be published here, with links to the official i.e. SMART platforms.
 - » BKF's alumni webpage.
 - » Personal marketing – teachers will inform students about this new possibility (responsible persons for each BA and MA courses have to be informed, especially the Arts Faculty of BKF).
- i.e. SMART common platforms
 - » i.e. SMART webpage,
 - » i.e. SMART Facebook page,
 - » i.e. SMART Twitter page,
 - » SMART Site,
 - » i.e. SMART Newsflash,
 - » etc.

- **Cooperation with BEA's communication tools is foreseen.**
- **BKF's media communication** is organised by the central Marketing and Communication Office (MCO) of the College. The project's communication manager has already contacted the MCO to publish news on i.e. SMART. After the launch of the BKF SMART Point, a larger number of those articles can be achieved.

3.6b Regional SMART Point additional functions and services

The BKF SMART Point follows the basic concept of the SMART Points of i.e. SMART. However, the following additional functions and added values can be realised:

- **SMART Point “at hand”:** the biggest advantage to have the SMART Point inside BKF is to have the centre close to the students. They don't have to travel or find extra time to get consultancy. Online platform can also help them to address questions to SMART Point trainers.
- **Events, trainings, courses and consultancy:**
 - » SMART Point coordinates the courses and trainings related to entrepreneurial skills in order to get more information on the content of those trainings and courses and get feedback from students. This helps to shape the content of these courses and to change the regular curriculum in a way that will satisfy the students' needs and the requirements of the business sector as well.
 - » Consultancy is a new service, offered by BKF to its students and to the public as well.
 - » Events are also open to the wider public. Events help students and young entrepreneurs to meet successful businessmen, to get to know them, to learn from their stories, and to network.
- **SMART Point for stakeholders:**
 - » As mentioned before, BKF SMART Point intends to establish permanent connections with stakeholders, related to the educational fields of BKF. For this reason, BKF SMART Point aims to organise stakeholder meetings in a regular way, not only to ask stakeholders about their opinion, but also to offer them information they need. For example, BKF SMART Point can give information on calls for proposals, possible funding construction. At the same time, stakeholders can become partners for new projects. Those new projects can support the long-term sustainability of the BKF SMART Point.

3.7b Regional SMART Point additional tools

As additional tools, BKF's online platforms and own communication channels are named, see Point 3.5.

7) PRAGUE

3.1 Stakeholders chart

NUMBER	INSTITUTION (English version)	INSTITUTION (National language version)	TYPE OF PARTNER (Education OR Business OR Policy)	MAIN ACTIVITIES (max 200 characters)	CONTACT PERSON (as for i.e. SMART regional activities)	EMAIL	COMPETENCE RELEVANT FOR THE "REGIONAL SMART POINT" (max. 200 characters)
1	Business Leaders Forum (BLF)	Business Leaders Forum (BLF)	Education	consultancy	Iva Ptřickova	petrickova@blf.cz	Tutor, expert in field of corporate social responsibility
2	Kateřina Hodanova	Kateřina Hodanova	Business	consultancy	Kateřina Hodanova	katerina@hodanova.cz	Expert in field of business strategy and finance, sales expert
3	TRIVIS	TRIVIS	Education	crisis management	JUDr. Petr Hanzl	praha@trivis.cz	Expert in field of law and crisis management
4	H1	Joseř Slerka	Business/education	new media, PR strategies	Joseř Slerka	joseř.slerka@h1.cz, info@h1.cz	Chief technology strategist (H1 .cz)
5	Metropolitan District Prague 6	Mestka cast Praha 6	policy	local administration	Bc. Ingrid Kejkřtova	ikejkřtova@praha6.cz	head of trade department
6	Metropolitan District Prague 9	Mestka cast Praha 9	policy	local administration	Ing. Fiala Oldřich	fialao@praha9.cz	head of trade department
7	Employment Agency Prague 9	Uřad prace Praha 9	policy	local administration	Ing. Eva Lukesova	eva.lukesova@aa.mpsv.cz	head of the branch
8	Ministry of Labour and Social affairs	Ministerstvo prace a socialnich veci	policy	central administration		ssz@mpsv.cz	section of job market
9	Ministry of Industry and Trade	Ministerstvo prumyslu a obchodu	policy	central administration	Miloslava Novakova, MSc., MBA	novakova@mpo.cz	head of PR department
10	CzechInvest	CzechInvest	policy	central administration	Adela Tomickova	adela.tomickova@czechinvest.org	Head of Marketing and PR Department
11	The University of Economics	Vysoka skola ekonomicka	Education		Ing. Jifi Knap	rpc@vse.cz	head of development adn counselling centre
12	Metropolitan University Prague	Metropolitnf univerzita Praha	Education		PhDr. Petr Vyhnanek	vyhnanek@mup.cz	prorector for PR
13	Czech university of life sciences Prague	Ceska zemedelska univerzita	Education		Novak Daniel, Ing. CSc.	novak@sic.czu.cz	head od SIC
14	Czech Chamber of Commerce	Hospodafska komora CR	business	consultation, support		firmy@komora.cz	section of start up
15	Association of Small and Medium-Sized Enterprises and Crafts CZ	Asociace malych a strednfch podniku a zivnostniku CR	business	consultation, support	Bc. Marketa Sandova	sandova@amsp.cz	secretary
16	Iztok Toplak	Iztok Toplak	Business	consultancy	Iztok Toplak	iztok@toplak.cz	Sales expert
17	Leonard Beitler	Leonard Beitler	Business	consultancy	Leonard Beitler	leonard@beitler.cz	Expert in field of business strategy and finance
18	Kukleny s.r.o.	Kukleny s.r.o.	Business	consultancy	Tomas Havřda	tomas.havřda@kukleny.cz	Expert in field of business strategy
19	SwissCzech Technology Transfer s.r.o.	SwissCzech Technology Transfer s.r.o.	Business/education	developing the train the trainers concept, training	Martina Jakl	martina.jakl@scitt.eu	Expert in start-up support and development

3.2 Regional state of the art

Public organisations:

Local administration: Metropolitan District Prague 6, Metropolitan District Prague 9, Employment Agency Prague 9.

Central administration: Ministry of Labour and Social Affairs, Ministry of Industry and Trade, CzechInvest
Schools: The University of Economics, Metropolitan University Prague, Czech university of life sciences Prague (ČZU), TRIVIS

NGOs: Czech Chamber of Commerce, Association of Small and Medium-Sized Enterprises and Crafts CZ, Business Leaders Forum (BLF)

3.3 Regional Target Group specification

The main target group for Czech Smart Point is represented by people from 17 to 35. This target group can be further divided with special focus on the 5 phases (SMART Points vision and idea):

- 1, Idea generation
- 2, Thinking about starting a business
- 3, Starting a business
- 4, Managing the business through first stages
- 5, Consolidating, growing and innovating the business.

Since there are two branches of SMART Point in Prague (one located in InovaJET, the other one at Prague 14 premises), the scope of its functions and targeted group is broader.

Prague 14 branch of SMART Point focuses mainly on phases 1 and 2. It tries to motivate young people (secondary school students) to think about business ideas and about starting a business. Prague 14 also focuses on legal, accounting and other administrative aspects of starting a business. So the target group of Prague 14 branch are also starting entrepreneurs (primarily 17 to 35) who need to set the business up (interconnection with Municipality of Prague 14 and its experts plays an important role here).

InovaJET branch provides more sophisticated support. Its target group is primarily of 24 to 35 of age with already some business idea and who is devoted to start a business or is running a business already. InovaJET develops the idea and support its growth (phases 3,4,5). The target group of InovaJET SMART Point are the functioning businesses in their first years (up to 3 years) of operation as well. Through an already existing experience and conditions, InovaJET can provide this target group an office to operate the business from and network of valuable contacts (incubation services).

3.4 Regional SMART Point structure

In the SMART Point, trained professionals provide consultancy services in areas of legal advice, policy rules, tax issues and business and project idea development and realization. There are 2 branches within the SMART Point (each branch has one trainer) - one, located at Prague 14 - Černý most focuses on administrative and legal support, the second branch- operated by InovaJET of Czech Technical University, will focus on idea development and organization of innovative workshops. This should cover complex support for the entrepreneurs in all stages of their company lifecycle.

At each of SMART Point branch, there will be a SMART trainer. In case of Prague 14 (PP11) branch, the SMART trainer is a lawyer, who advises candidates with the legal forms of business requirements, which will be the most suitable for them. At the same time he resolves other administrative tasks such as setting up a trade certificate,

signature verification, meeting with a notary, consulting content of contracts with customers or employees, establishing of Ltd. etc. Also, thanks to connection with municipality of Prague 14, the lawyer is able to cope with questions about taxes, insurance, VAT etc.

InovaJET's (related to PP12) SMART trainer focus on more sophisticated support. He or she provides consultancy services in areas of business development and stabilization. InovaJET SMART Point branch has excessive contact list to various experts and supporting institutions, putting stress on networking. Regular workshops and meetings for emerging entrepreneurs or presentations on universities are part of the activities as well.

Both SMART Point branches communicate and cooperate on a regular basis. They represent themselves to external world as a one SMART Point, operated from two locations.

3.5 Regional SMART Point marketing concept

Marketing presentation of the SMART Point is ensured by both branches. However, they represent the SMART Point as a one whole and complex unit focused on supporting emerging entrepreneurs, primarily from Prague area.

Marketing activities ensured by InovaJET include mainly press releases and articles, communication with press, fliers, web site presentation and presentations on conferences. Inclusion of SMART Point into InovaJET provides a great opportunity for synergies, InovaJET is very active in the field of business incubation and consultancy, its contact with the SMART Point target group is fully compatible.

Municipality of Prague 14 will present the SMART Point mainly through its web site, local newspaper, short web articles (cooperating school and NGOs websites) and facebook. Prague 14 also tries to market the SMART Point through its political connections, so the other Prague districts can inform their citizens about this kind of support.

3.6 Regional SMART Point additional functions and services

The common functionality of the SMART Point (common for the all project partners) is represented by the focus on Idea generation, Thinking about starting a business, Starting a Business (first 3 phases). Czech Smart Point additionally covers the more advanced stages, where the SMART Point target group may occur. These phases are focused on managing the business through the first stages and Consolidating, growing and innovating the business.

Municipality of Prague 14 offers (as an additional service) the direct contact to the lawyer (the SMART Point trainer - facilitator), who are able to provide legal advice and support the client in various administrative tasks (please see 3.4 Regional SMART Point structure).

InovaJET SMART Point branch offers the possibility of incubation service and complex support of emerging entrepreneur, based on a long term experience of InovaJET with such a service.

Regional SMART Point additional tools

SMART Point in Prague, through its direct access to Municipality of Prague 14 and InovaJET can possibly utilise the Czech Point service (one contact place to obtain permits, certifications, etc. to start the business). It can also utilise InovaJETs network of contacts and experts in various fields of business.

CONTACT INFORMATION

LEAD PARTNER

Stuart Simpson
Vienna Board of Education - Presidential Department - European Office
Auerspergstr. 15/32A - 1080 Wien
Tel.: (+43 1) 52525 77084
Fax: (+43 1) 4034427
email: stuart.simpson@ssr-wien.gv.at

RESPONSIBLE FOR COMMUNICATION, KNOWLEDGE MANAGEMENT AND DISSEMINATION

Municipality of the Capital of the Slovak Republic, Bratislava (SK) - i.e. SMART Partner 7

IMPRESSUM

Concept, text and content

Riccardo Cariani, Modena Formazione (IT) – i.e. SMART Partner 4
Alessandro Zeppelli, Modena Formazione (IT) – i.e. SMART Partner 4

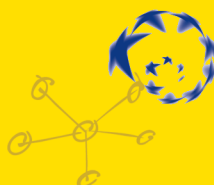
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