



# MODELE

MODEL FOR  
THE DEVELOPMENT  
OF LOCAL SYSTEMS  
TO SUPPORT ENTERPRISES



PROJECT COFINANCED BY THE EU

Nord Est SUD Ouest  
**INTERREG III C**

# N E W S L E T T E R

No 4 / 2007



# results

MO.DE.L.E. came from the need to improve the use of regional resources, particularly of aids for enterprises. The aim was to compare policies and tools supporting enterprises (subsidies, guarantees, Public Administration functioning) in each MO.DE.L.E. territory.

For the three project's components (Innovative Finance, Territorial Marketing and Public Administration role and policies supporting local productive systems) MO.DE.L.E. realised:

1. **Networks** for experiences exchange – Experts networks at local and transnational level in order to detect common problems and best practices on local development;
2. **Studies** for a quantitative-qualitative definition of policies, programmes and instruments adopted by partner region;
3. **Pilot projects** as answer-solution for the problems identified by the studies.

The first result of MO.DE.L.E. is constituted by **n. 19 studies** realised by MO.DE.L.E. partners following a common methodology defined by the transnational experts' networks.

Several studies have been used by regional authorities with the aim of improve existing tools or start new actions.

The **n. 5 subprojects** approved within MO.DE.L.E. found out definite action plans to be implemented in regional programming aiming at:

- Favour SMEs' access to credit;
- Attract sustainable and easily integrating investments;
- Improve Public Administration quality.

European partnership taking part at MO.DE.L.E. (Western Slovakia, Canary Islands, Central Macedonia, Navarra, Central Transdanubian Region) gave proof of a valuable and fruitful performance and laid the foundations of a future cooperation.

Hereafter all subproject's Lead Participants show in details the results obtained.

## MO.DE.L.E. Project Team



Photos:  
1 & 2: Technical and Steering Committee in Bratislava  
3: IN.I.FIN.TO. final meeting  
4 & 5: MULTINET meeting

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## IN.I.FIN.TO.

### Interregional Innovative Financial Tools

#### A subproject of MODELE's component 2

Subproject IN.I.FIN.TO. (Interregional Innovative Financial Tools) is realized in the framework of European Program INTERREG III C South Zone – Modele.

The participants that take part in the Subproject are:

- ΕΑ&Α-Ε&Α Α&Ε - Centre of Entrepreneurial and Technological Development of Central Macedonia, Greece (Lead Participant)
- Chamber of Commerce Industry Handcraft and Agriculture of Potenza, Italy
- Mid-Pannon Regional Developing Company Limited by Shares, Hungary
- Chamber of Commerce and Industry of Navarra (Camara Navarra), Spain
- Society for the Economic Development of the Canary Islands (SODECAN S.A.), Spain

It is known that in European Countries the monetary credit system is dominated by banks which prefer to use their traditional products: types of banking loans against tangible collateral. These tradition loans bring great profit to the banks, so usually they do not show much interest in finding alternative ways of financing.

The problem is that a large number of SME's who want to expand or people who want to start a business and need seed capital, and do not have these tangible collateral that are required from banks, stay out of the money-credit system and cannot fulfil their ambitions in the enterprise terrain.

IN.I.FIN.TO. aims to develop, through the study and exchange of best practices that exist in the regions involved in the subproject, innovative financial tools which will provide alternative ways of financing. The tools that are examined are:

- Venture Capitals & Business Angels,
- Microcredits,
- Guarantees

The goal of IN.I.FIN.TO is to develop business plans in the regions involved for the implementation of the above-mentioned financial tools.

The Kick-off meeting of "IN.I.FIN.TO." took place at Székesfehérvár Hungary in the 13<sup>th</sup> December of 2006. In this meeting the phases of the project were oriented among with other topics such as tasks assignment, timetable, exchange of best practice methodology, methods of collaboration, etc.

In 23<sup>rd</sup> and 24<sup>th</sup> of February of 2007, the 2<sup>nd</sup> meeting of IN.I.FIN.TO took place in Pamplona Spain. In the Pamplona meeting all the participants presented the best practices that exist in their regions, bilateral cooperations took place among the participants for the exchange of the best practices, the common methodology of the Business Plans was presented and the actions and the timetable until the end of the subproject were agreed.

The presentation of the business plans (to the point that was agreed in Pamplona) as well as bilateral cooperations among the participants for the adoption of the best practices in the business plans, took place in the 3<sup>rd</sup> IN.I.FIN.TO meeting in Tenerife, Spain in 14<sup>th</sup> and 15<sup>th</sup> of June 2007.

The fourth meeting of the "IN.I.FIN.TO." sub-project took place at Thessaloniki (Greece) in the 8<sup>th</sup> and the 9<sup>th</sup> of October 2007. As it was planned, during the first day of the meeting all participants presented the final versions of their Business Plans. At the second day of the meeting a

conference open to the public was organised. At this conference all participant regions presented their point of view on the subject: "Financial Engineering in the European Regions"

The major topics developed were:

1. The economical / development situation in each region
2. The existing financial tools in each region, with emphasis in the innovative financial tools
3. The benefits of INIFINTO. What are the expectations from INIFINTO for the future?

The conference, which was attended by 80 people and took place at the conference hall of the Professional Chamber of Thessaloniki, was very successful and all major representatives of the region of Central Macedonia, from the private and public sector, participated. Furthermore, publicity was given to the event since it was covered by a large number of journalists.

I believe that now that the "INIFINTO" sub-project has been concluded, it can be stated that all participants have achieved their regional goals and objectives. This happened because the project started with a very detailed analysis, which corrected its initial proposed direction and was adjusted towards the aspects of the regional needs.

**George Kokkas**  
KETA-KEMAK Gen. Director

## INTERNATIONALIZATION SUPPORT

### Development of a shared methodology to support the Internationalization of SMEs among the participating regions.

#### A subproject of MODELE's component 3

#### REVIEW OF THE RESULTS OF THE INTERNATIONALIZATION SUPPORT SUBPROJECT

The "Internationalization Support" concluded on the 31<sup>th</sup> October, an analysis of the final results of the subproject was commented in the Final Meeting of the subproject, that is was held in Pamplona in the 30<sup>th</sup> of October.

The project had five workpackages, each workpackage represents one phase of the subproject.

The objectives of the project were:

#### 1. Phase: Subproject network implementation and coordination.

- The first phase of the project have been successful, with a correct establishing of an efficient context for networking .
- Coordination for the efficient networking and reporting ( financial and management )

#### 2. Phase: Exchange of experience and transfer of best practices.

- A correct individualization of actors and entities involved in attracting investments in each regions.
- A good best practices template and exchange of experience of the Navarre case was done.
- A good individualization of sectors and companies with internationalising potential has been done.

#### 3. Phase: Methodology development.



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The shared methodology was done by an expert with wide experience in the area of the internationalization of companies, all the proposals of the partners were included in the Methodology document.

#### 4. Phase: Methodology testing.

The individualization and selection of companies and sectors was done correctly.

The problem came with the interest of the companies, we could say that the result was not positive in that part, the support structures in the host areas could not be tested completely, because finally there was not any matching travel to the host regions.

#### 5. Phase: Final Compilation and dissemination:

The briefing concerning subproject objectives, topics, activities, outputs and results have been done correctly.

The only objective of the subproject not reached was the effective internationalization of one or two companies, in the opinion of the participants in the final meeting held in Pamplona, the reason were the following:

1. Lack of time, to develop the activities, the internationalization projects of the companies are planned in the long term.
2. The difficulties of search interested companies in these specific regions, that cut the possibilities of the internationalizing projects of the companies.
3. Some of the regions were ready to attract not to go abroad, in the case of Imathia, Tenerife and Central Transdanubia.
4. The presence of lots of SMEs in the areas, with not enough size to internationalize their activities.
5. More "host regions" than regions expecting to go abroad.
6. Internationalization is not felt like a need by the entrepreneurs.
7. Companies are young yet, they need to develop first in their own area.
8. In the case of Navarra, the search was done focused in the industrial companies, but not in services companies, that could be a mistake.
9. Specific needs of the companies ( and their clients) to go to certain countries, for example USA or India.

Anyway, the objective of the subproject is not only the internationalization of the companies, but also all the process to create the methodology, the identification of sectors, companies and the support structure.

**Mr Danel Murua Txopitea**  
**Iniciativas Innovadoras, S.A.L**

## ABC INVEST

**ABC for investor in Chamber Regions Nitra and Komárom- Esztergom**

#### A subproject of MODELE's component 3

Aim of the third semester of subproject ABC Invest, coordinating by CCI Nitra Slovakia and CCI Tatabanya, Hungary, was appearance of the publications and CD-ROM. In the publications you could find geographical and economic information about regions (about Nitra region in the

publication of CCI Nitra and about Komárom-Esztergom county in the publication of CCI Tatabanya), about chambers of mentioned regions, about industrial parks and particularly about invest possibilities for investors in mentioned regions. Hereby every partner was working on realization and processing of the questionnaires. Questionnaires were realized by personal meetings with representatives of companies and cities, by phone, email or by personal meetings on fairs.

#### Outputs:

- publications and CD-ROMs,
- filled questionnaires,
- new contacts,
- experiences,
- etc..

**Mr Branislav Mihina**  
**CCI Nitra**

## MULTINET

**Multilateral network development to encourage companies generation.**

#### A subproject of MODELE's component 4

Multinet is a subproject within the framework of *MODELE* project and addresses component 4 (public administration).

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Consequently, this subproject proposed "To develop an operative network model between knowledge-based institutions and public agents in order to promote, generate and support the creation of new companies within these regions".

From a long term perspective, this fact would represent the business, public administration and research world's convergence achieved after decades of low cooperation.

There is a need to articulate support activities in order to increase the number of new companies created by introducing proper mechanisms that encourage an entrepreneurial culture. Few studies were developed on the first place and they have been taken into account in order to develop this subproject. Consequently, this subproject proposes "To develop an operative network model between knowledge-based institutions and public agents in order to promote, generate and support the creation of new companies within these regions".

#### OBJECTIVES:

The general objectives for this subproject were:

1. New competencies development: the knowledge exchange and sharing process will develop new competencies between the partners.
2. Initial analysis of the global state of play
3. Network methodology development to be transferred to every participant.
4. Generate a social awareness within participants to encourage



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members' active participation: if the participant's network is coordinated efficiently, members will act proactively and will collaborate providing useful feedback what will improve the process' results.

5. To achieve a global growth and development by coordinating the participants involved and by taking advantage of synergies between participants.
6. To implement interdisciplinary actions in order to promote the local development of each region involved in the Multinet Subproject.
7. Multisectorial opportunities growth, depending on each region's specialisation. This objective will provide a broader perspective to every participant bearing in mind that each region has different local policies, needs and concerns and different activity sectors.
8. Network operations development: by having each participant implementing their network methodology, participants will learn from the experience and will be able to share with the rest of the participants.
9. To implement the following pilot projects in order to create local networks to encourage the amount of companies' generation in each participant's region:
  - **Pilot project 1:** Network methodology in order to create innovative and technology based companies in Navarra, Potenza and Slovakia.
  - **Pilot project 2:** to develop an institutional service for the development of the SMEs in.
  - **Pilot project 3:** To create an Entrepreneur's Ombudsman office to increase and improve the services available for entrepreneurs.
  - **Pilot project 4:** To develop productive policies to promote local development focusing on new companies' creation on the tourism, food and agricultural sector.
  - **Pilot project 5:** To develop and intranet communication tool to improve network's communication in order to standardize the services provided to entrepreneurs.
10. Share of activities and results with other participants.

### DELIVERABLES AND RESULTS:

#### Lead Participant: CEIN

1. Network Methodology
2. Report on the study trip to Scotland
3. NONE (new opportunity no entrepreneur) methodology

#### Participant 2: Hungary

1. Feasibility report
2. Institutional framework report
3. Service framework report

#### Participant 3: Greece

1. Evaluation report including progress of the office's operation – success of the office that will continue in the future

#### Participant 4: Vulture

1. Food & Agriculture district study
2. Report on cultural district model study

#### Participant 5: Tenerife

1. Social actors map report

#### Participant 6: Town hall of Potenza

1. Report on software for SMEs: experience and knowledge obtained

#### Participant 7: Slovakia

1. Analysis of institutional network of Trenčin Self-Governing Region to support the creation of new innovative and technology based enterprises
2. Network's development Methodology for Trenčin Self-Governing Region to support creation of new innovative and technology based enterprises
3. NONE Methodology

#### PARTICIPANTS:

- The Navarran European Business Innovation Centre (CEIN S.A-Spain)
- The Municipality of Székesfehérvár (Hungary)
- Chambers of Commerce Development Company of Central Macedonia (EKEM-Greece)
- Territorial Integrated Projects (PIT) Vulture-Alto Bradano (Italy)
- Town Hall of Potenza (Italy)
- Insular Town Hall of Tenerife (Spain)
- Development Agency of Trenčín Self-Governing Region (Slovakia).

The Multinet subproject has had plenty of different activities being implemented at the same time in different regions what has had an enormous impact at the end of the subproject by generating many results and deliverables.

It has been a successful subproject for every participant.

All participants have been able to understand other's issues and concerns and therefore establish new potential collaborations for the future.

Ms María Zubeldía Díaz

CEIN S.A.

## IN.LO.DE.

### Innovation in tools and methods for local development.

#### A subproject of MODELE's component 4

The project IN.LO.DE. ("INnovation in tools and methods for LLocal DEvelopment") can be considered as an useful experience of interregional cooperation as, starting from MODELE studies and experiences, developed a well structured partnership leadings both methodological and operative achievements.

The project Partnership is structured in two levels: a territorial level with Local Authorities (the PIT Marmo Platano Melandro and the Kilikis Prefecture), and a scientific level represented by the University of Basilicata. The approach in cooperation had been based on an informal comparison and on a pear to pear exchange of knowledge, experiences and methodologies.

At the end of the project it is possible to affirm that one of the most important result is the process of transferring methodologies from the formal research level to the operative one. Now the project team holds the methodological approach developed in the project and they are ready to face the incoming Structural Funds programming period in a renewed way.

The overall objective of the project is "to improve the territorial competitiveness through innovations in tools and methods for local development". The methodological approach is centered on a "context based" evaluation of past experiences with a systematic recourse to the principles of efficacy and effectiveness of public expenses in the field of state aids for enterprises. This overall objective had been articulated in the following sub-objectives:



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- i) To improve the efficacy and the effectiveness of Public Administration entitled of programming and managing Structural Funds
- ii) To develop local and interregional partnership
- iii) To improve the effectiveness of intervention programs and the efficacy of evaluation procedures

In relation to the project objectives had been developed a set of activities organized in a procedural way. Project activities had been oriented to build an intervention program on project territories and to design innovative tools for the management of that program.

The Project Partners, according with their own institutional role, share the necessity to improve the capacity of Public Bodies to develop programming and managing tools in the field of state aids for enterprises and effective evaluation procedures.

The operational outcome is a "project format" for the SMEs projects submission that raises the quality of proposals and facilitates the evaluation of relevance and pertinences of initiatives.

This vision of the project appears reinforced by the common characteristics of disadvantage in the territorial contexts of Project Partners. Both the Prefecture of Kilikis (in particular the Municipality of Kroussia selected as Sample Area of the project) and the PIT Marmo Platano Melandro present, as the project analysis show, common structural problems that slow down local development. Those situations are directly connected with an evaluation of past experiences in programming Structural Funds and they appears more critical if we consider the progressive reduction of resources in the future programming period after the enlargement of the European Union. Those elements allow to consider the results of the IN.LO.DE. project transferable in other contexts: "the thousands Basilicate of Europe" or "the thousands Kilikis of Europe".

**Project activities** had been articulated in thematic work packages.

The first deals with the context analysis. Our approach is aimed to give an integrated evaluation of structural variables of territorial contexts at a local scale. The whole of data and information, organized in a Geographical Information System (GIS), is an essential product of the project as it contributes, even if not in a complete way, to enlarge and update the knowledge framework particularly useful if we consider the incoming programming period 2007-2013.

The context analysis had been intended as a processual activity never completed in the sense that it needs of continuous updates connected with specific knowledge needs and periodical update of data and information. In this way the GIS represents the appropriate tools to store, organize and elaborate data.

From instances identified through analysis had been defined the "exigencies framework" in the two Sample Areas. The identification of the "exigencies framework" had been based on a critical approach oriented to the evaluation of the pertinence with the context in order to overcome the "generalist" approach that often characterizes the definitions of objectives and problems in the programming tools.

During the analysis a central role had been played by the impact evaluation of Structural Funds on the two Sample Areas. This evaluation, overlapped with the geographic data on the location of investments and projects supported by Structural Funds, permitted to compare those information with the traditional components of the territorial analysis. This represents a central contribution of the IN.LO.DE. project also as an innovative approach.

At the end of the analytical phase had been started the analysis of enterprises experiences in the past programming periods of state aids: the Best Practices Analysis. This second work package it is important to observe that the analyzed experiences lead us to identify a relevant whole of critical elements of the programming and management system in the

field of state aids. Even if the analytical base must be enlarged in order to give larger accountability to results.

In a synthetic way we affirm that a more positive evaluation had been reported by Greek operators while in Italy the enterprises express more critical conclusions.

The results of the best practices analysis lead us to point out some substantial elements:

- The necessity of a radical facilitation of bureaucratic iter in the process of project supporting.
- The necessity to remove external constraints for enterprises to reach the funds (i.e. the compulsory and immediate increase of employment)
- The need for facilitate the admission of enterprises at banking credit also as an alternative to public funds.
- The need for certainty in date payments and easy procedures.

A central point of IN.LO.DE. project is the whole of activities concerning the prototypes elaboration of operative tools for the management of state aids for enterprises through the use of methodological approaches proposed by European Union and appropriately modified in order to agree with the territorial context needs.

This work package had been developed through a four steps procedure:

- i) development of the methodological approach
- ii) transfer of methodologies at an operative scale
- iii) review of the methodological assessment on the base of evidences coming from the previous phase and other definitions and methods
- iv) applications and development of operative prototypes

In conclusion the principal project outputs are:

- GIS and local context analysis
- The "format" for the submission of SMEs' projects
- Criteria and procedure for the evaluation of project proposals
- Calls as operative tools for the management of state aids for enterprises

The **project methodology** belongs to a tradition of rational tools largely used in the international organisations until '70 and more recently promoted by EU as Project Cycle Management, SWOT, Logical Framework Approach, partially renewed, and a deep territorial approach with systematic use of integrated evaluation.

The logical link between development policies, socio-economic programming and territorial context is one of the concepts on which the European Union based the programming period 2007-2013.

The Lisbona principles remarked the central role of the context with a renewed attention to the theme of capitalization of resources and experiences and a renewed attention to the effectiveness of the actions implemented.

The IN.LO.DE. project adopts those principles for to select activities oriented to a concrete view of the context and develops many operational tools as GIS, formats and calls.

The **methodological approach** of the project had been directly developed by the Engineering Laboratory of Territorial and Urban Systems (LISUT) at the Department of Architecture, Planning and Transport Infrastructures of the University of Basilicata. The work depends also on numerous researches in the sector of planning in European context.

In a synthetic view the methodological approach can be described as

- i) Development of a deep context analysis oriented to the identification



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of an exigency framework of each Sample Areas.

- ii) Best Practices analysis as an evaluation of operators experiences in the implementation of projects financed by Structural Funds.
- iii) Elaboration of "formats" for the submission of SMEs project to public call.
- iv) Implementation of the Logical Framework Approach for the definitions of a program of intervention on each sample contexts
- v) Identification of evaluation criteria for the selection of SMEs project proposals
- vi) Pilot Applications: design of a prototype of the call for the submission of SMEs projects.

The project approach is based on the detailed knowledge of the sample territorial contexts. Such a cognitive effort allows to identify the various problems and the correspondent objectives of the analysed local context both with regard to its social-economic elements and with regard to a larger number of structural variables, also taking the operators' opinions and experiences into account.

Such a "complication" of the analytical approach aims expressly at reaching a higher level of rationality of the process of planning and management of the resources where the rationality is meant to be as the relevance and the pertinence of the choice of the actions answering to the context instances.

The context knowledge, that is directly linked to the rationality of the programmatic decision, highlights the following aspects:

- i) *It imposes relevant limits to the decisions*
- ii) *It defines the field within which the effects and the impacts of the planning action have to be evaluated*

The knowledge of the context provides the programme for the necessary input elements. A scarce or incomplete knowledge of these factors would spoil the rationality of the decision, in particular for what concerns the relevance of the objectives on the context. The rationality of the decision gets stronger on the grounds of the levels of widening of the context knowledge limiting the action sphere and addressing the choices towards specific and relevant demands.

A well-structured context analysis lays the bases for the evaluation of the possible effects on the territory. Also the data and the information sources are clarified and the indicators outline appears to be well-structured in order to measure the "performances" of the intervention politics.

This way, the methodological approach, that has been followed, aims at getting over the "indifference towards the output effects" which characterized the previous planning experiences with regard to the state aids to the SMEs.

The ambitious objective to develop tools and methods for the improvement of procedures in programming and managing Structural Funds in the field of State Aids for enterprises can not be reached in one project but must start a open process of participation in witch must be involved many actors directly or indirectly interested in the local development policies. This process will contribute to the development of a rational planning practice strictly connected with the territorial context.

The strategic prospective of IN.LO.DE. results can be found in the operative contribution in the application of methodologies proposed by the European Union on sample contexts showing similar characteristic in terms of development demand.

IN.LO.DE traces a methodological process and an operative one, both coherent with the programmatic issue of the incoming programming period 2007-2013. Of course it is necessary to enlarge the analysis to a wider number of contexts and experiences and an operative implementation of methodologies and tools developed in the project could be helpful in order to improve them.

**INLODE web site:** [www.inlode-modele.it](http://www.inlode-modele.it)

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