

IMPLEMENTATION PLAN

Name of the partner receiving the good practice: Pannon Business Network Association

1. ANALYSIS – VISION – PRIORITIES

1.1. Regional strategy

Describe the strategic goals of the region for the next programming period in the light of the selected Policy Theme and Good Practice (1/2 page max)

Pannon Business Network is active in the West-Transdanubian region which is divided into 3 counties: Vas County, Zala County and Győr-Moson-Sopron County.

PBN aims to transfer the learned international good practices of the InCompass project to the region's decision makers through different channels. As the 3 counties have own municipalities the level of transfer is depending on more factors. The state of planning procedure in the 3 counties referring the EU 2014-20 planning period is very different and managed by different actors.

In Zala County and Győr-Moson-Sopron County the transferability will be fulfilled on a lower level which will mean the share of Good Practices, by promoting them through different channels.

In Vas County PBN aims to reach a higher level of the adoption of the Good Practices. It is reachable through that Pannon Business Network is the contracted partner for the elaboration of Vas County's Economy Development Plan.

PBN elaborates Vas County's Development Plan with the involvement of several experts of the focus areas. One expert is especially dedicated to analyze economic development of the West-Transdanubian Region and Vas County in order to highlight the facts, weaknesses and strengths of this industry in order to provide the decision makers a logic concept for the future developments and analyses the relevance of the selected textile good practices to our region.

Vas County's main priorities are defined as follows:

- Life quality
- Liveable environment
- Value creation

Through these 3 priorities the leaders of Vas County want to achieve the ‘Successful Vas County’. To reach these 3 priorities the elaboration of the County’s Development Plan started with the involvement of over 70 experts.

The planning procedure of the county has several stages which can be summarized in the following way:

1. Until the 30th November 2013 PBN delivered the 1st concept of Development Plan in which the following sub priority areas are determined:
 - Entrepreneur development program
 - Human resource development program
 - Healthy environment program
2. Until Middle of February 2014 the Regional Operative Program was elaborated and submitted and additional priority areas were defined, the list were completed as follows:
 - Food production and the enhancement of the local rural entrepreneurs
 - Tourism
 - **Entrepreneur development program**
 - Green traffic
 - Human resource development program
3. Until end of May 2014 the development of concrete project proposals has to be submitted.
 - The circle of project proposals – namely 25 projects – were determined
 - Parts of the InCompass initiatives were inbuilt into the project proposals of the ‘Entrepreneur Development Program’
 - Program for the micro entrepreneurs
 - Program for the small and medium sized enterprises
 - Program for the large companies
 - Astrophysics center
 - Supplier chain of the mechatronic companies
 - **Creative industries**
 - Wood and furniture sector
 - Program of the social enterprises

Vas County aims to reach economic growth by **using the locally available resources** and **by adapting internationally available good practices**. The locally available resources are *thermal treasure, agricultural resources, the human resource* and the *sustainable and livable environment*.

In the aspect of Creative industries and Incubation, the West-Transdanubian region has no notable historical and professional heritage.

On the other hand the principle of the regional planning is to **use the existing professional background and to keep the human resource to start the creative industry**. The aim should be to keep the human resource in the region by creating new work places.

1.1. Assessment of the regional innovation ecosystem

Describe actors and their connections within the innovation ecosystem that are relevant to the transfer of the GP (1/2 page max)

ENTREPRENEURS

Though there are more than 68 thousand enterprises in the Western-Hungarian Region, there no relevant statistics on how many of them are operating in the field of Creative Industries. This means, that though there are a number of highly innovative and creative companies, we cannot give an exact number about the amount of them, especially not to define more detailed in which segments they are operating.

Based on the international definition of creative industries, the following sectors or branches must be investigated:

1. advertising
2. architecture
3. arts and antique markets
4. crafts
5. design (see also communication design)
6. designer fashion
7. film, video and photography
8. software, computer games and electronic publishing
9. music and the visual and performing arts
10. publishing
11. television
12. radio (DCMS 2006)

INTERMEDIARY ORGANISATIONS

The possible stakeholders in the adaptation process of the good practices could be **intermediary organizations** like incubators, clusters, business networks and industrial chambers in partnership with Vas County's Municipality which have the capacity and the professional background, the business network and the experience to transfer the

international good practices to the region. Actually the planning of the 2014-20 programming period is ongoing in Hungary on county level which is a unique opportunity to deliver proposals towards the local administration.

VAS COUNTY

Since 2010 Regional Development Councils has been finished their activities as being responsible for planning and implementation of regional (NUTS 2, in our case: HU22) innovation and SME support programs. This role has been delegated by National Law to the County Authorities (NUTS3), like it has been delegated to Vas County Authority. County level is now responsible for managing the operative program for economic development.

1.1 Assessment of conditions

Describe opportunities and threats arising from different factors inside and outside the region (SWOT Analysis) (1/2 page max)

CONDITIONS FOR A SUCCESSFUL ADAPTATION

Strengths

- The regional planning for the 2014-20 period provides PBN a unique chance to adapt Good Practices into the new Regional development Plan
- Openness of professional organizations for cooperation
- Small specialized family run companies
- Large companies with history
- The InCompass good practices provide know-how which is adaptable not only for the creative industry but for other sectors as well.
- Efficient European connections
- Large number of companies do assembly work for foreign and large companies

Weaknesses

- Traditional creative industry does not exist, only separated SMEs and start-ups.
- The innovation ability of the region's companies is very low, no capacity related HR, finances and very narrow future perspectives
- The local administration has other sectors in the main focus of development for the coming planning period
- There isn't a concrete public policy for supporting the creative industry at the moment
- The bottom-up initiatives provide single actions instead of a complex plan.
- The innovation potential of the companies is poor based on benchmarking analyses
- The lack of powerful networks for creative industry companies

Opportunities

- Provide added value based on the regional traditional industry
- Reintroduce special creative industry segments into the region
- Creating connections with research units and start together product development
- Development of human resource by using the traditional professional knowledge
- Launch new products for the niche market
- Connection to textile and automotive industry

- The planning period of the regions development -> chance of bottom-up initiatives
- Special parts of the InCompass good practices can be adapted into the project proposals of Vas County's Development Plan which will contribute to the defined regional aims

Danger

- Bottom-up initiatives become powerless
- The process from the regional planning until the realization is affected by several factors. Before the final approval and the start of the regional projects national and EU criteria should be fulfilled which costs time in the local and national administration.

2. GOVERNANCE

2.1. Selection of policy options

Describe the policy and good practice selected for the transfer and what are the competences needed to implement the good practice in your region

GPs selected by the Pannon Business Network Association

Pannon Business Networks aims at adopt special parts of different InCompass Good Practices and won't focus during the adoption process only on one Good Practice.

The reason is that in the preparation process of the Economic Development Plan of Vas County in accordance with the aims and strategies of Vas County ***the creative industry sector is not nominated as unique development direction*** but the initiatives learned from InCompass project can be of high importance for other sectors of the region as well. The County's strategy focuses on the following 5 directions:

1. Food production and the enhancement of the local rural entrepreneurs
2. Tourism
3. Entrepreneur development program
4. Green traffic
5. Human resource development program

PBN aims to integrate the InCompass learnings into the **Entrepreneur development program** of Vas County by outlining the most relevant creative incubation good practices. Inside the Economy Development Strategic Program of Vas County the Entrepreneur development program consists of the following local project proposals:

- Program for the micro entrepreneurs
- Program for the small and medium sized enterprises
- Program for the large companies
- Astrophysics center
- Supplier chain of the mechatronic companies
- Creative industries
- Wood and furniture sector
- Program of the social enterprises

In the following lines we would like to show through the presentation of our local project proposals that in which activities the selected InCompass GPs can contribute to a more successful local program.

2.1.1. Program for the micro entrepreneurs in Vas County

The aim of the local project proposal is to **provide a continuous and stable support for the startups and the micro enterprises** through different services, like a mentoring program between 1 and 3 years' duration and local small incubation places where the star-ups can receive basic services.

More good practices can be implemented out of the public owned supporting organizations with comprehensive program of training, technical support and incubator space for design entrepreneurs and business start-ups, provides a good example in the following activities related to our local micro entrepreneur program:

- the support of startups in from business loans
- Practical support provided by local business mentors
- Incubation services: all resources available for the young entrepreneurs
 - A research and product-testing laboratory
 - A fully equipped clothing studio
 - An information technology training suite
 - Multi-media meeting and conferencing facilities
 - Modern facilities for warping and weaving
 - Digital printing studio

2.1.2. Program for the small and medium sized enterprises in Vas County

The aim of this local project proposal is to realize **a mentoring program through 5-7 years** for the small and medium sized companies which aim to boost the management efficiency and on the other hand provides always updated overview about the sector's and market situation in form of market and sector analyses. The SME development project proposal also aims to provide export support for the entrepreneurs through different channels and to assist them to joint to a new supplier chain.

In case of this local project proposal the following content of InCompass can contribute:

The GP **HUB Milano** provides a good example with the following activities:

- Professional advice by involving business mentors
- Providing trainings to widen the competencies

The GP **Cockpit Arts** provides a good example with the following activities:

- invitation of ex-incubatees with experience in business and crafts skills as mentors
- financial support for new product development

Also, the creation of the Virtual Incubator Unit will strongly contribute to the internalization of all SMEs of the county.

2.1.3. Creative industries in Vas County

The aim of the local project proposal is to coordinate the development of the creative industry by providing different services through the following activities:

- Concrete programs for children at school and your entrepreneurs.
- Local “Creative Award”
- Interactive exhibitions and media happenings
- Organizing of Creative forums
- Education and development of competencies
- The launching of the virtual creative incubation with using technical devices on place
- Financial support

To realize this local project, all good practices – or various parts of them – can contribute to reach these goals. The most useful GPs can be:

- Creative factory (NL)
- Make a Cube (IT)
- MINC (Malmö Incubator) (SWE)
- Media Evolution City (SWE)
- Ideon Innovation (SWE)
- Tagus Park/Incubadora (POR)
- LABoral (ESP)
- Camden Collective (UK)
- Centre for Creative Collaboration (UK)

2.1.4. Wood and furniture sector in Vas County

The aim of the local project proposal is to coordinate the development of the wood and furniture sector by realizing the following activities:

- innovative product development
- Clustering and internationalization

At local level the developers aim to connect wood and furniture sector with innovative textile products of textile specialized for the furniture sector. In this purpose we aim to analyze the Good Practices dealing with creativity, art and design on the other hand the wood and furniture sector aims to connect foreign markets.

- Creation of a financial tool for the region to support the export oriented project proposals of the local SMEs, applying for the grant as a single entrepreneur or in consortium.

3. ACTIONS

3.1. Strategy

Describe the overall strategy of the Implementation Plan

The coordination of the actors

Vas County's main priorities for the 2014-2020 programming period are the following:

- life quality
- attractive environment
- value creation

Through these 3 priorities the leaders of our territory want to achieve the 'Successful Vas County'.

Horizontal priorities of the regional economy development plan are the sustainability and the forming of view. Currently after the elaboration of the Regional Development Program now the elaboration of the local project proposals is actual.

The strategy of our local implementation plan is to demonstrate the Local Decision Makers the connection points of the InCompass good Practices with the Regional Development Plan of Vas County and to highlight the importance of the already available and successfully realized international programs which enable the region to get closer to its 3 main goals: life quality, liveable environment and value creation.

In the future after approval of the 25 regional project proposals the more detailed project concept have to be submitted possibly in autumn as part of Vas Country Economy Development Strategy and the coordinator organization of each project will be defined.

Further possible actions:

- Planning work shop about the possible adaptation of the good practice (interactive workshops)
- interviewing of the local stakeholders (collecting of feedbacks and proposals)
- providing a detailed project description (Document with results and project description)
- Searching for financing possibilities (regional or national) - consultation with relevant bodies

3.2. Implementation

Describe the work-plan (actions and timing) of the strategy for the next 1-5 years

The work plan will have the similar venue in case of all regional project proposals so as like in case of the projects of the Entrepreneur Development Program in Vas County:

Step “Zero”: Elaborate the detailed working plan for implementing eg. the ‘PROGRAM FOR MICRO ENTREPRENEURS’

1st STEP: Initiating a work meeting with the intermediary organization to fix the work plan for the coming 6 years;
To fix tasks, competencies and responsibilities;
To give publicity for the 6 year program
First half of 2015

2nd step Set up the working staff of the services
Set up the administrative and legal frames of the services
Create the expert network for the SME development programs
2nd half of 2015

3rd step Launching of the program and continuous monitoring
2nd half of 2015 – end of 2019

4th step Final evaluation
During 2020

3.3. Evaluation

Describe the evaluation system of the strategy (indicators)

The approval of the Economy Development Strategic Plan of Vas County containing also InCompass initiatives is under process at the local administration and the decision on the final content is to be expected in the second half of this year.

The proposal for the evaluation system of the strategy’ implementation on local level is the following:

- ANNUAL REPORTING - It is highly advisable to prepare a report about the achievements of the program every year for the General Assembly of Vas County

- These annual reports should contain the financial advancement of each local project and the state of the realization of the professional content, etc.
- EVALUATION DOCUMENT: in 2020 a final evaluation document is to be elaborated for all local projects containing the findings of the continuous monitoring
- INDICATORS: Proposed indicators for the yearly and final evaluation:
 - number of supported SMEs
 - number of new products and/ or services
 - number of mentoring hours
 - number of new national or transnational cooperations
 - number of technologies transferred successfully
 - first data on the profitability gained through the introduction of new products and services
 - financial results

4. Formal adoption

Describe the formal administrative procedure to adopt the Implementation Plan

The formal adoption of the InCompass implementation plan will follow through the submission and approval of the Economy Development Strategic Plan of Vas County. In the second half of 2014 the Development plan – which contains InCompass initiatives as well – will be approved and according to optimistic planning without major changes in the content the first steps of realization will be launched in the late autumn 2014.