



# SCALE UP

## Interreg Europe



European Union  
European Regional  
Development Fund

SCALE UP is an Interreg Europe project devoted to improving policy instruments to support SMEs' capacity to grow in regional, national and international markets.



1.29M  
ERDF



SME  
competitiveness



August 2019  
July 2022

LEAD  
PARTNER



Nottingham  
City Council

Regionalmanagement  
NordHessen



REGIONE  
LAZIO



ROFA  
REGIONAL  
DEVELOPMENT  
FUND  
OF ATTICA

Lubelskie



TWITTER  
@SCALEUP\_project



PROJECT WEBSITE  
[interreurope.eu/scaleup](http://interreurope.eu/scaleup)




## INTRODUCTION

**S**CALE UP contributes to the European competitiveness and acceleration of regional economic growth through the improvement of several policy instruments. These instruments are designed to support SMEs' capacity to grow in regional, national and international markets. This way, regional and local authorities can adequately respond to key obstacles that hamper SMEs on their path to growth.

**T**he SCALE UP work plan has been designed following a coherent and integrated approach where all the activities are interlinked and framed in a logical path. The approach starts with an analysis of the partners' local situations to identify valuable practices which is then reviewed (through site visits and peer reviews) in a perspective of transfer and adaptation, to finally design and implement 6 action plans.


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 Nottingham, United Kingdom


### Nottingham City Council

Wants to include scale up as a routine part of its operational programme, thereby improving governance. People with knowledge of scale up in practice will be involved ensuring ERDF and other funds reflect this new learning.

 Brussels, Belgium


### European Association of Development Agencies - EURADA

Is set to capitalize project results to shape EU policies as well as connect project achievements with the representative of the European Commission and to regional development agencies that belong to its network across the EU.

 Northern Hesse, Germany


### Regionalmanagement Nordhessen GmbH - RMNH

Aims to develop a new additional focus to its operational program with new measures, focusing on the special needs to grow SMEs from the industrial sector.

 Lead partner - Murcia, Spain

### Regional Development Agency of Murcia - INFO

Wants to update its SME support program to help innovative SMEs grow in the region by means of facilitating a favourable financing ecosystem, boosting innovative science and technology institutional frameworks and helping them to build alliances with leading innovative actors in the industry.

 Lublin, Poland

### Region of Lublin - Lubelskie Voivodeship


Desires to foster awareness and scale up cooperation between science, technology, innovation and industrial companies' system and to build wide chains of collaborations within regional smart specialisation sectors in the form of partnerships/networks/clusters.



 Lazio Region, Italy

### Lazio Region - Lazio Innova

Aims to integrate cross-sectoral actions in support of competitiveness to strengthen industrial research, based on a collaborative nature, and a link between the business world and the knowledge circuit.

 Athens, Greece

### Regional Development Fund on Behalf of the Region of Attica - RDFA

Focuses on an improved governance, where new business plans will improve growth potentials for existing SMEs (& start-ups) to benefit from a specialized support based on structural funds of the ERDF.



LEAD PARTNER - MURCIA, SPAIN

## Regional Development Agency of Murcia - INFO

**I**NFO has more than 30 years of experience in encouraging regional companies to incorporate innovation strategies and becoming involved in business-to-business cooperation projects. One of the activities to be implemented in the Murcia region is to support the competitiveness of companies and provide new business opportunities for regional companies to explore new collaborative issues. To this end, cooperation with other regions is essential to ensure access to international good practices (GPs) that allow us to learn and share experiences.

**I**NFO participates in the central committees in charge of drawing up the economic and regional development plans. It contributes to the development of the regional economy by introducing new industrial policy models and by promoting and supporting regional enterprises (especially SMEs) through various aid programs and technical services. In the case of the policy under discussion, INFO is a member of the Monitoring Committee and has a strong relationship, as a public body, with the public authority in charge of it. The project is helping INFO learn the strategies and activities carried out by other partners in their regions so as to adapt and implement those which could be useful for Murcia's regional industry.



## Regionalmanagement NordHessen

NORTHERN HESSE, GERMANY

## Regionalmanagement Nordhessen GmbH - RMNH

**T**he Regionalmanagement Nordhessen GmbH has been responsible for cluster development since 2002. One of its main objectives is to manage innovation processes for the cluster and their companies. Although RMNH has no legal power per se, it has initiated several cross-cluster projects and cluster start-ups funded by this program. Hence, RMNH works together and in cooperation with the responsible state Ministry.

**R**MNH is part of several think tanks and decision-making processes of the state of Hesse. The most relevant for this project is the ERDF Advisory Committee of the State of Hesse. Accession highlights the ability to make recommendations and provide proposals for improving policy tools. Furthermore, RMNH is the intermediary between the State of Hesse and regional stakeholders, as the State of Hesse is part of the supervisory board of RMNH, defining the objectives and tasks of RMNH and using it to implement the RIS3 strategy in the region. RMNH represents the regional interests of clusters at the state level. Therefore, RMNH stays in close cooperation with the Hessian Ministry responsible for the tool and with the organisation "HA Hessen Agentur GmbH", responsible for the administration of the program, further developing the tool together.



ATHENS, GREECE

## Regional Development Fund on Behalf of the Region of Attica - RDFA

**R**OA is the key decision maker and the policyholder responsible for the management of the ROP 2014-2020, and intervenes in the selection of eligibility and monitoring of projects, including monitoring of all policy instruments. RDFA implements many EU projects on behalf of ROA, also supported by ROA Managing Authority. In front of the 3 connected bodies is the Regional Governor. The policy instrument chosen falls within the responsibility of ROA in terms of management, with which it collaborated with related stakeholders. RDFA is 100% the body of ROA which has approximately 3,500 employees (most of them highly skilled) who work to address regional development issues.

**R**OA finances, through the ROP, new projects related to the subject of the proposal and aims to change the strategic focus of the policy instrument according to the ROA RIS3. The plan that will be prepared will assist the influence of the ROA policy for the selected IP. RDFA on behalf of ROA has a great interest in learning and acquiring know-how from other EU regions to enhance its political effectiveness. For its part, RDFA shares its experience with a specific focus on the selected policy instrument, including the use of ERDF funds in previous financial periods. RDFA contributes to the project activities by hosting study visits and sharing its existing knowledge. It also benefits from other partners' good practices and successful case studies for the preparation of the action plan.

REGIONE  
LAZIO

LAZIO REGION, ITALY

## Lazio Region - Lazio Innova

**L**azio Innova is an in-house company of the Lazio Region, which aims at the economic development of the entire territory and provides incentives to businesses and local public administration through regional, national and / or European resources and services for business development. It also provides VC funds and services for internationalisation and business promotion networks and services dedicated to the creation, development and acceleration of start-ups and businesses. Lazio Innova has already monitored the good practices on competitiveness and the implementation of ERDF Projects on this issue.

**L**azio Innova together with the regional offices (10 Innovation Hubs) has identified areas of study at the local level and ensures their direct involvement in project activities (Phase 1), with the general coordination of the EPO. The experiences, know-how and skills acquired during the project development, contributes to the implementation of SME competitiveness policies.

Lubelskie



LUBLIN, POLAND

## Region of Lublin - Lubelskie Voivodeship

Lubelskie Voivodeship (LuVo) is a regional government that designs, improves and implements regional policy as well as prepares strategic documents. It has managed the ERDF under the OP for Lubelskie and Territorial Cooperation since 2004 and has implemented initiatives in collaboration with a wide range of regional stakeholders. The activities aimed at the business sector include, among others, economic marketing of the Lubelskie Region, assistance and institutional cooperation with business, internationalisation of business, foreign direct investment, investment promotion and economic development. The region implements various projects under Interreg Europe, Interreg Central Europe, Interreg Baltic Sea Region and other programmes. Lubelskie Voivodeship continuously cooperates with business environment institutions, successively enlarging a group of local stakeholders engaged in the region's economy and cooperates closely with entrepreneurs reacting to the economic needs of local society, which are considered while preparing and improving the Regional Operational Programme. This close cooperation also enables it to support entrepreneurs in crisis (through an anti-crisis shield programme or other actions aimed at helping the economy to survive difficult times).

For the project, LuVo exchanges good practices through Regional Brand "Lubelskie", Investors and Exporters Assistance Centre (COIE) and NLab Lubelskie-Nevada Acceleration Bridge supporting the growth of SMEs. LuVo has also hosted study visits and supports the policy learning platform. Furthermore, it uses the acquired knowledge and good practices presented by other regions to improve its own regional policy.

Nottingham  
City Council

NOTTINGHAM, UNITED KINGDOM

## Nottingham City Council

Nottingham City Council works in close partnership with the D2N2 Local Enterprise Partnership to define and deliver business support projects as part of the Operational Program in the East Midlands region. They have directly supported hundreds of companies in Nottingham over the past six years through the ERDF. It has organised, procured and supervised the Growth Hub Scale Up project and established independent business support mechanisms for life sciences, creative and digital and low-carbon clusters. Scale Up support remains a top priority.

Nottingham City has a relatively low GVA for the UK. Scale up is essential for improving and providing more and better jobs to local SMEs. The project provides competence in economic research, experience of driving a pilot, and a mixed economy where different sectoral approaches can be tried. Among the activities, Nottingham City Council attends all meetings, hosts study visits, advises on good practices, influences the policy tool through the RAP and takes advantage of the experience of other partners.



BRUSSELS, BELGIUM

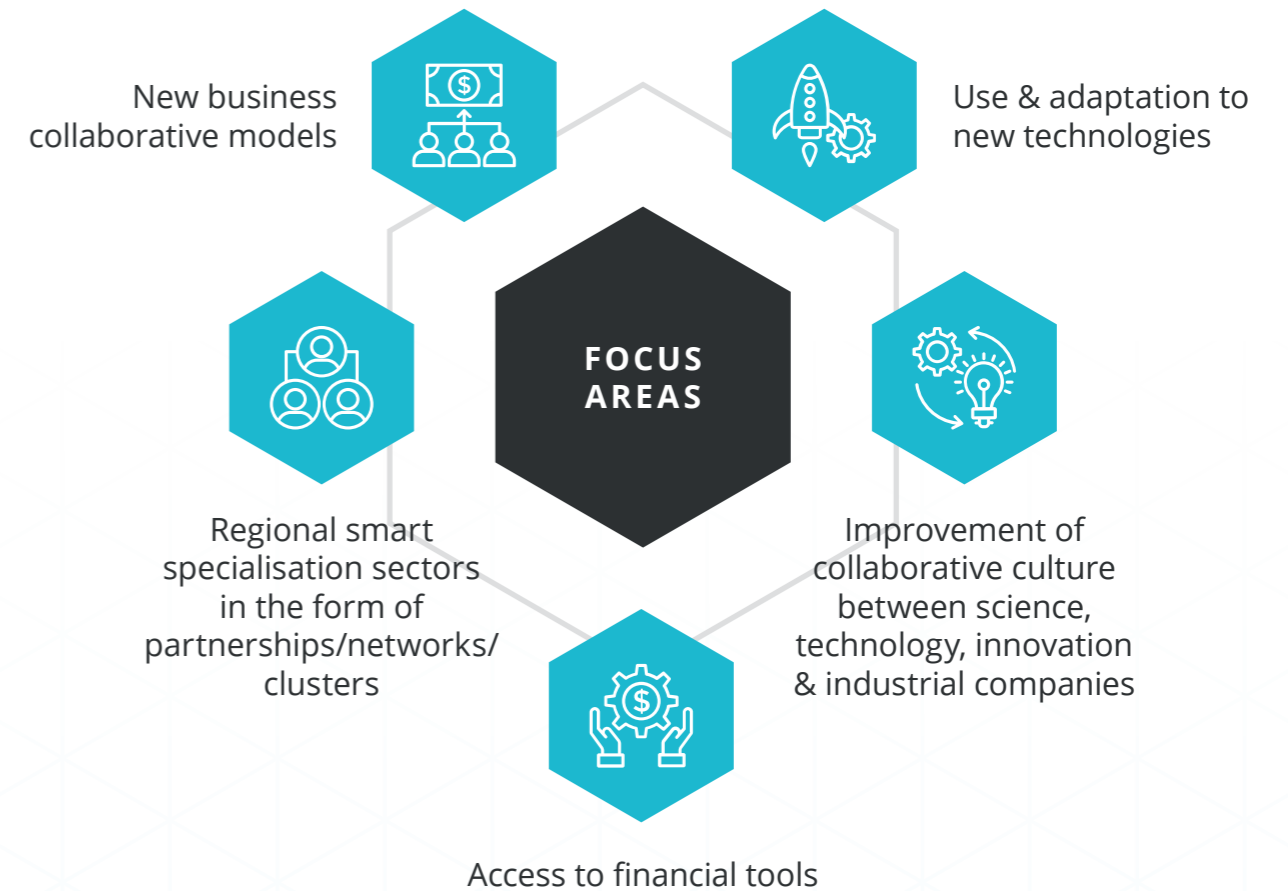
## European Association of Development Agencies - EURADA

EURADA is an expert in the identification of good practices, benchmarking and policy learning events due to previous experiences such as for example the Interreg IVC KNOWHUB project, in which partners peer reviewed and improved their RIS3 or the ESSPO project which used a self-assessment methodology developed by EURADA to identify the aspects of their policies to support SMEs to improve. EURADA has published several papers on the issue of SMEs growth, identification of support services delivered by public authorities to stimulate access to finance and innovation in order to scale.





The organisation of Interregional Policy Learning events and communication is the mainstream activity for EURADA. Every year, EURADA organises general assemblies to establish closer contact with EU initiatives to showcase good practices for regional practitioners. For the project, EURADA verifies that the project results are in line with the state of the art in the design and implementation of support measures for business growth. EURADA deals with the critical issues necessary to derive maximum benefit from the policies implemented. As task-leader of the benchmarking exercise, EURADA has prepared a special tool to identify good practices, thereby organising the identification of specific results in the partner territories in a structured way. EURADA has also carried out the benchmarking analysis on a European scale.



### SCALE UP KEY AREAS



### PROJECT ACTIONS

-  **Identification and benchmarking** of best practices about industry scaleup policies at local, regional and EU level.
-  **Development of 6 regional/local Stakeholders Action Groups (SAGs)**, whereby the project partners engage the respective government, business and academia's stakeholders.
-  Organisation of **interregional policy learning events and peer reviews** exercises in the communities of the project partners with the participation of the project SAGs.
-  **Development of 6 action plans** based on the interregional policy learning to be then implemented by the project partners.

# Regional Development Agency of Murcia

 Murcia, Spain

## TERRITORIAL CONTEXT

Regional SMEs are usually too small, producing a fragmented business environment. They need to attract talent, innovation and funding in order to scale up. For that, the region of Murcia has developed its Industrial Agenda 2021 which includes the fostering of the industrial ecosystem as a main axis of the strategy. It will implement lines of action devoted to creating a culture of collaboration, promote innovation alliances and boost the scale up of SMEs through specific support on industrial companies' cooperation, awareness-raising campaigns and innovation accelerators for SMEs. One of the result indicators envisioned is the number of SMEs that will scale up.

Furthermore, the Spanish national agenda for the strengthening of the industrial sector supports the growth of Spanish SMEs by increasing the number of large agreements that SMEs have with main companies from key economic sectors.

## LOCAL INSIGHTS



*The Regional Development Agency of Murcia is aimed at promoting and boosting the economic growth and development of the Murcia Region as well as its competitiveness, employment and the quality and productivity of its business fabric, with special attention to micro businesses and SMEs.*

*To carry this out, we promote and contribute to the dissemination of the entrepreneurial culture, facilitating that SMEs reach an optimal size that allows them to perform adequately in an environment that demands more and more innovation, as well as institutional support that enhances it.*



**Diego Rodríguez-Linares Rey**

Director General of the  
Instituto de Fomento de la  
Región de Murcia  
(Regional Development Agency  
of Murcia)

*From the Institute, we want to go ahead in updating and launching new initiatives such as SCALE UP. With SCALE UP, we intend to carry out an exchange of ideas and experiences with our European partners. This allows us to design and implement the most appropriate programs for our region, in order to promote an industrial business fabric that creates quality employment and strengthens the innovative character of our economy.*

*Financing provided by private investors and supported by public institutions, commercial cooperation facilitated by tractor enterprises, and open innovation with talent development are some of the good practices Murcia can offer our European partners. We are convinced we need to go one step further and take the opportunity to make our public policies more consistent in building synergies by combining several factors with the science and technology ecosystem in our regions.*

## BEST PRACTICES

### Subsidies from the Instituto De Fomento for the entry of private investors in newly created companies

Promotes the creation of Newly Created Innovative Companies, with subsidies linked to monetary contributions to the share capital of private investors.

 Instituto de Fomento  
[@infoRMurcia](#)


### Tracción (Traction)

Young SMEs get momentum in their development phase by carrying out supply contracts for "Tractor" large companies. Contact is facilitated by the network of development agents in the municipalities in the region.

 Instituto de Fomento  
[@infoRMurcia](#)

### INCOOVA

Builds teams as well as entrepreneurial projects from highly qualified professionals, who provide innovative solutions by using open innovation methodology to satisfy identified needs of tractor organisations.

 Confederación Regional Organizaciones Empresariales de Murcia  
[@incoova](#)

# Regionalmanagement Nordhessen GmbH

 Northern Hesse, Germany

## TERRITORIAL CONTEXT

Northern Hesse in its tradition was a region with strong industries, declining between the 1950's and 1960's. The gross added value of Northern Hesse is €29.114 Mio., with a share of 31.14% from the industrial sector (agriculture 0.79 %, services 68.06 %). The major industrial branches of the region are the mobility industry with €13.6 Bn., the health industry with €4.2 Bn. and the energy industry (no figures available), all of them influenced by the transversal ICT sector. All of them are facing significant challenges through disruptive technologies and new global mega trends resulting from these technologies, as for example the mobility-shift by autonomisation of traffic, digitalisation and the electrification of drivetrains, etc.

Thus, the region's industry needs to strengthen its innovativeness and improve the size of SMEs in these three sectors, to face the shifts on them and develop new products or business segments by cross sector activities, especially at the edges of the mobility, energy and health sectors. This includes cooperation with companies from abroad.

The major reason for the weak innovation capacities in the industrial sector of Northern Hesse is the low level of expenditures for R&D activities. While in the district of Darmstadt in the south of the state of Hesse, the level of expenditures for R&D activities with 3.6% of the GDP is higher than the average level, the expenditure in the district of Kassel with 1.5% of the GDP is significantly under the European average of 2.0% (Hessische Landesregierung, 2013).

A regional action plan is needed to provide SMEs from the industrial sectors in Northern Hesse options to increase their R&D activities and possibilities to grow, thus ensuring that business models of these SMEs will be proofed in the future and can increase collaboration with large companies from regional industrial sectors.

## LOCAL INSIGHTS



**Astrid Szogs**  
CEO, Regionalmanagement  
Nordhessen GmbH

Astrid Szogs (CEO, Regionalmanagement Nordhessen GmbH) is convinced about the success of the project and the positive outcome for the region: *"The success of small and medium-sized businesses is increasingly dependent on the ability to use and adapt new technologies. SCALE UP helps us to promote innovation potential and company growth and thus increase the competitiveness of Hessian companies. It is exemplary for improved cooperation between business and science at the European level and helps us to develop effective funding mechanisms."*



**Manuel Krieg**  
CEO, Regionalmanagement  
Nordhessen GmbH

Manuel Krieg (CEO, Regionalmanagement Nordhessen GmbH) stresses that it thereby further expands the region's ability to innovate in the long term. *"We are grateful to be part of this project."*

## BEST PRACTICES

### IHK Hessen innovativ (Innovation consultancy of the Chambers of Commerce in Hesse)

"IHK Hessen innovativ" is the innovation and technology transfer consultancy of the Chambers of Commerce in the state of Hesse.

 **IHK Hessen innovativ**  
[ihk-hessen-innovativ.de](http://ihk-hessen-innovativ.de)

### MoWiN Innovation Lab: Strategic networking to increase R&D projects and patent applications in Northern Hesse

The objective is to identify cooperative R&D projects through targeted networking between companies and the university to increase R&D activities.

 **Regionalmanagement Nordhessen GmbH**  
[@MoWiN.net e.V.](https://www.mowin.net)

### Scaleup Hessen: Supporting scaleups and networking multipliers

Supporting scaleups and networking multipliers - ScaleupHessen invites multipliers, plans joint activities, interviews scale up companies, and organises A2F-events, an A2F-guide and peer meetings.

 **EEN Hessen at Hessen Trade & Invest GmbH**  
[@EEN\\_Hessen](https://www.een-hessen.de)

# Regional Development Fund on Behalf of the Region of Attica

 Athens, Greece

## TERRITORIAL CONTEXT

The region displays strength in the fields of medicine, transportation-logistics, new products-creative economy, food-agriculture, micro-electronics-mobile applications, aerospace, and gaming while there is an increasing number of clusters related to digital technologies such as microelectronics, gaming, space, mobile applications, shipping, and biotechnology. There is also an emerging dynamic start-up ecosystem and a stronger private sector participation in research. However, the region's main concerns include the economic exploitation of new ideas and supporting the creation of new businesses. There is also limited cooperation between private companies, universities, and research

centres. This is coupled with the loose system of governance and planning of R&D and innovation issues in the region along with reduced ERDF resources for the current and succeeding programming period.

To be precise, the territorial situation of the region is facing a tremendous problem in the entrepreneurship sector as a result of the country's remaining economic crisis and the Covid-19 pandemic. This problem is directly connected with unemployment as the region is not able to generate growth and employment for SMEs. For these reasons, the need to create new and sustainable jobs in the region is crucial.

## LOCAL INSIGHTS

Attica is the main metropolitan region of Greece. In 2018, Attica accounted for 47.9% (€83.5 Bn.) of the national gross domestic product (GDP), and together with the figure of GDP per capita in purchasing power standards (PPS)— 26,900, the region is positioned in first place among the 13 Greek regions, being the only one that gets close to the EU-28 average— 29,200 (Eurostat, 2018). Although GDP growth has been showing negative trends over recent years, GDP per capita in PPS values have been recovering, and have since surpassed 2011 levels—26,800. The region is one of the major exporting gates of Greece with further potential for growth but with a weak logistics base by international standards.



However, the ensuing economic crisis after 2008 has eroded much of the growth of the recent past. The sectors affected most are trade, with a large number of firms closing even in the most commercial areas (indicatively, in 2016 there were 97,466 wholesale and retail trade firms in the region, a decrease of 16.0% compared to 2008), tourism with a large number of cancellations due to the perceived instability and particularly construction (Eurostat, 2018).

Over 2000-2008 the unemployment rate in the region was less than the country's average, mainly due to the dynamic growth of the construction industry, trade and other services. The previous growth model however, with respect to two of its pillars, consumption and construction is no longer viable. The steep reduction of the construction and the reduced incomes can thus partly explain the steep increase in unemployment from 6.7% (2008) to 27.4% (2014) (Eurostat, 2018).



**Sotirios Nikolaropoulos**  
RDFA Director

RDFA on behalf of Region of Attica has a large interest in learning & acquiring know-how from other EU regions to empower its policy effectiveness. From its side, RDFA is sharing through Scale Up its experience with specific focus on the policy instrument selected, including the use of ERDF funds in previous financial periods. RDFA contributes to project tasks, online study-visits & shares existing knowledge. It will benefit from other partners' good practices & successful case studies for the preparation of the Attica Action Plan.

Due to the pandemic, the final calls by the Attica ROP 2014-2020 are dramatically modified comparing what was planned in the initial ROP document to support SMEs (scale ups and start-ups). The Regional Governor decided (as all other Greek regions) to support each of the regional SMEs with an amount of up to €40.000 for their 2019 expenses to overcome the problems caused by the pandemic. Scale up calls and strategies are postponed for the next Attica ROP 2021-2027 and the Scale Up Regional Action Plan will be an additional policy tool to this direction.

## BEST PRACTICES

### Egg Scaleup Platform

The Egg Scale Up platform is an advanced business accelerator. It is aimed at businesses that have significant growth prospects, ready to take their next step.



**Eurobank SA and Coralia Organisation**  
[@egg - enter.grow.go](http://egg-enter.grow.go)

### Competitiveness Toolbox

Existing small and micro businesses are funded to upgrade and improve their competitive position in the internal and external market.



**Managing Authority of the Operational Programme Competitiveness, Entrepreneurship & Innovation – EPAnEK**  
[@espaepanek](https://twitter.com/espaepanek)

### Innovation Center of Attica Region

Innovation Center of Attica (ICAR) is a supporting structure of R&I, in accordance with the RIS3 guidelines for the chosen fields of regional specialisation.



**Innovation Center Attica Region**  
[@InnovationAtt1](https://twitter.com/InnovationAtt1)

# Lazio Innova

 Lazio Region, Italy

## TERRITORIAL CONTEXT

The state of business competitiveness in the Lazio Region can be summarized in a series of data. Among the strengths identified are:

- Good level of employment rate in the business services sector: 32.2% of employees are in business services (30.8% the national average);
- High share of exports with a dynamic global demand: in 2013, 68.9% of total exports (29.6% of the total- national data).

On the other hand, the critical elements of the Lazio entrepreneurial ecosystem are:

- Limited propensity of the private system (in particular, SMEs) in R&D expenditure: only 0.53% of GDP (0.68% the national average);
- High pulverization of the economic productive sector both for industrial companies and for services: on average only 3.4 employees per active company (3.4 also at national level);

- Low degree of internationalisation of SMEs: direct investments to foreign companies in Lazio amounted to 2.42% of GDP (2.44% nationwide);
- Difficulties in accessing credit, especially for SMEs and lack of willingness to invest in venture capital: a decline of 7,7% of loans to companies (-5.6% national average)
- Loss of competitiveness of traditional sectors.

According to the SWOT Analysis, the growth of SMEs in Lazio is limited by two main factors: for these companies, it is quite hard to gain access to finance, and in many cases the SMEs themselves are very small, making it difficult for them to aggregate, in order to compete in different markets. Therefore, the participation of Lazio Innova in this project implies the acquisition of information and knowledge, which other European regions are using to address this criticality and understanding what financial instruments, related to the Cohesion Policies, could be imported for the improvement of the current ERDF measures.

## LOCAL INSIGHTS



*We transferred the strategic objectives that Europe suggested to us in the Smart Specialisation Strategy (S3) of the Lazio Region by including them in policies that we have put in place with funding and contributions from European, national and regional resources, along with programmes and services that we offer through our "Spazi Attivi", with the aim of supporting the world of production by way of innovation.*



**Paolo Orneli**  
Regional Minister for Economic  
Development, Trade and  
Crafts, Research, Start-Up and  
Innovation in Lazio

*Our task as facilitators is the building of a network that increases matching opportunities among production and innovative ideas offered by open innovation, in a stable system of synergies involving academia and large research institutions. This comes with the aim of tackling the challenges arising from public and private digitalization, industry 4.0 and, more precisely, open innovation in key sectors such as aerospace, cyber security, artificial intelligence and big data, venture capital and equity crowdfunding.*

*Thanks to programmes such as SCALE UP and together with the European partnership, we contribute to support and increase competitiveness and the acceleration of regional economic development. We do this through three good practices: Open Innovation Challenge, collaborations between large and medium-sized enterprises with young talents and start-ups; Fare Venture, two innovative venture capital tools for start-ups and innovative businesses and ESA BIC Lazio, to apply know-how and technologies designed for space in other sectors of activity.*

*Additionally, in the Programming of the EIS funds 2021-2027, in continuity with what has been achieved to date, we will continue to invest in innovation, digitalisation and research, to build together a more connected, smarter and greener Europe.*

## BEST PRACTICES

### Open Innovation Challenge

Supports cooperation between corporates and start-ups. Since 2015, the Lazio Region has been promoting an Open Innovation Strategy to facilitate the match between demand and supply of innovation. The goal is to create collaboration paths between medium/ large companies, start-ups and innovators to promote and ease the acquisition and adoption of new ideas, new processes and new products and services.

 **Lazio Innova SPA**  
[@LazioInnova](https://www.lazioinnova.it)

### Fare Adventure

Presents the financial tools developed by Lazio Innova for the Lazio Region to support venture capital (VC) investments in the Lazio Region's start-ups and scale-ups through direct co-investments and investment in venture capital funds managed by private managers.

 **Lazio Innova SPA**  
[@LazioInnova](https://www.lazioinnova.it)

### ESA BIC Programme (ESA TTP)

Within the ESA Technological Transfer Programme (TTP), ESA BIC Lazio aims to spread the use of space-developed technology to non-space applications and to fill the gap between innovative space technological ideas and their applications for business, making society more prepared to new business opportunities.

 **Lazio Innova SPA**  
[@LazioInnova](https://www.lazioinnova.it)

# Lubelskie Voivodeship

 Lublin, Poland

## TERRITORIAL CONTEXT

Photo by Mikołaj Kołodziejczyk on Pexels

Lubelskie Voivodeship (LuVo) is situated in East-central Poland, neighbouring Belarus and Ukraine. Thanks to good soil and climate conditions, the economy of the region is traditionally based on agriculture. In recent years there has been a dynamic development of agro-food production and processing. Lubelskie is well-known for healthy, high quality, certified food. The region also has a long industrial tradition in the industrial machine and automotive sectors. The Voivodeship is bent on the development of innovative branches of the economy based on its existing research potential playing an important role in the Polish scientific landscape. In total, there are 18 higher education institutions, including 5 public universities with more than 18,000 graduates every year.

Lubelskie was once one of the least attractive Voivodeships in Poland, nowadays it is seen as one of the most dynamically developing in Poland. LuVo offers a wide package of available investment incentives e.g. government grants, EU funds under Regional Operational Program and local tax breaks. However, there is still a relatively low level of innovation and spending on innovative activities; there is a significant number of companies and clusters but relatively low propensity to cooperate between entrepreneurs and between business and research institutions on regional, national or international scale. According to the Regional Innovation Scoreboard 2019, the Lubelskie Voivodeship is ranked as 4th amongst the EU Modest Innovators. Overall innovation performance has increased over time, but the region's indicators remain well below the EU average, therefore the process of growth should be continued, and regional efforts must be concentrated on strengthening activities to support SMEs' growth.

A number of R&D institutes are located in the region, including the Institute of Agrophysics of the Polish Academy of Sciences in Lublin, the Institute of Soil Science and Plant Cultivation, State Research Institute in Pulawy and the National Veterinary Research Institute in Pulawy. Additionally, chambers of commerce, clusters and associations, business incubators, industrial and technology parks are operating in the region. There were over 163,000 private enterprises in 2019 (mainly SMEs). Smart specialisations of the region are bioeconomy, medicine and health, low carbon-emission energy and IT & automation.

## LOCAL INSIGHTS



**Jarosław Stawiarski**  
Marshal of the Lubelskie  
Voivodeship

*I am glad that the Lubelskie Voivodeship takes part in the SCALE UP project, which accords with the activities undertaken to build and strengthen regional entrepreneurship. Thanks to new technologies, the distance, risk and the threshold of entering new markets is becoming smaller. Business scalability is a key element influencing the competitiveness of a given undertaking conditioning company's success chances. We are at such a point in the history of technological development that the possibility of testing the demand for offered products and services is becoming very simple. Therefore, it is worth making the most of this moment. The SCALE UP project makes it possible to exchange experience with foreign partners of the project and at the same time, being a tool for implementing good practices in the region, disseminating and promoting knowledge on latest technological trends and applying them in business.*

## BEST PRACTICES

### Investors and Exporters Assistance Centre (COIE)

Supports investors and exporters, deals with economic promotion of the region; serves as the first contact point for foreign entrepreneurs interested in investing in the region and for local entrepreneurs interested in export.



Lubelskie Voivodeship  
[lubelskie.pl](http://lubelskie.pl)

### NLab Lubelskie - Nevada Acceleration Bridge

A unique acceleration programme for companies from the Lubelskie Voivodeship run in cooperation with partners from the USA to support internationalisation and development of SMEs.



Lubelskie Voivodeship  
[lubelskie.pl](http://lubelskie.pl)


### Regional Brand "Lubelskie"

Aims to promote products and services from the region, by granting them a registered trademark – a symbol of quality, innovation and care for the environment.



Lubelskie Voivodeship  
[@Marka.Lubelskie](https://www.facebook.com/Marka.Lubelskie)

# Nottingham City Council

 Nottingham, United Kingdom

## TERRITORIAL CONTEXT

Photo by Snehil Jonathan on Unsplash

Nottingham City is part of the D2N2 LEP (Derby, Derbyshire, Nottingham, and Nottinghamshire Local Enterprise Partnership). This is the key deliverer of business growth in the area and the Nottingham City Council is one of four key partners in the LEP and directly influences all.

Like many areas in the UK, the big employment opportunities in Nottingham city are in retail, administration (at all levels), social care and construction. It has key sectors in:

- Life sciences (the second largest outside London including Boots);
- creative and digital industries (a fast growth sector including companies such as Games Workshop);
- big data (they are home to Experian);
- finance (Capital one and Nest have their UK HQ here);
- education (two large universities and 60,000+ students);
- low carbon (a cluster in the top five in the UK).

The wider D2N2 area includes other sectors such as tourism (Robin Hood, the Peak District), transport manufacturing (Rolls Royce, Toyota, Bombardier) and distribution.

Over 98% of the 66,000 businesses in the area are SMEs (most, small). There are many programmes of support for SMEs through ERDF and other funding, but none aimed at the scale up of companies. Most are aimed at helping SMEs with specific issues (start-up, ICT, Low Carbon) or single solution (grants, 121 support). Those aiming at higher growth companies are self-enrolled; you say you are a high growth company. There was a scale up pilot in 2017 for 25 SMEs with no specific follow on. Moreover, there is the risk that scale-ups become regarded as the "chosen few" and something of an elite. There is also the perception that accessing support (especially financial) for scale-ups is bureaucratic and time-consuming.

There is no overall evaluation of support showing what works best. The project will change the approach to working with high growth SMEs, ensuring they have the tools to grow quickly..

## LOCAL INSIGHTS



Support for scale up companies in the city of Nottingham and the surrounding region is essential for the ongoing success of the local economy. Scale-ups provide significant opportunities for both job creation and wealth retention for the area.



**Robert Dixon**  
Head of Business Growth at  
Nottingham City Council

Robert Dixon, Head of Business Growth at Nottingham City Council, says: "We are proud to work with our many partners to support high-growth SMEs within our business community. These companies not only help to drive economic growth in the city but also act as fantastic case studies for other SMEs with aspirations to grow. The City Council continues to help nurture the ecosystem of support for growing businesses, from helping to define and influence local funding programmes to hosting a wide variety of business support resources."



**Chris Pook**  
D2N2 Growth Hub Manager

Throughout the East Midlands region, we have seen that SMEs have taken opportunities to grow and innovate through the challenges that they have been faced with during the Covid-19 pandemic. Chris Pook, D2N2 Growth Hub Manager says: "Nottingham City Council and the D2N2 Growth Hub are committed to supporting these companies to find the help and advice they need to achieve their aspirations and we are also very proud to be part of the Interreg project Scale Up. We see great potential to learn from partners across Europe and implement new ways of working in our local support structures to help drive further success for our SMEs."

## BEST PRACTICES

### UpScaler Project

Supports investors and exporters, deals with economic promotion of the region; serves as the first contact point for foreign entrepreneurs interested in investing in the region and for local entrepreneurs interested in export.

 **Nottingham Trent University**  
[ntu.ac.uk](http://ntu.ac.uk)

### The Big House Accelerator Programme

A 6-month programme supporting early-stage businesses that are innovating with new or existing technology to solve market problems.

 **Nottingham Trent University**  
[ntu.ac.uk](http://ntu.ac.uk)

### NTU Employability

Supports the attraction, recruitment & retention of early career graduate talent to support businesses to scale up, innovate & become more productive.

 **NTU Talent**  
[@NTUemp](https://twitter.com/NTUemp)

# European Association of Development Agencies - EURADA

 Brussels, Belgium

## EUROPEAN CONTEXT

In September 2017, the EU outlined a renewed industrial policy strategy that brings together all existing and new horizontal and sector-specific initiatives into a comprehensive industrial strategy. This renewed industrial strategy speaks about empowering businesses in that “it must facilitate the integration of our companies in European and global value chains and act as an essential driver of industrial competitiveness”. The European agenda on the collaborative economy (2016) is also stimulating the balanced development of collaborative business models which also have a considerable potential to drive resource efficiency in the economy.

The EU marked the rebirth of the industry as a priority and established strategies to increase the weight of the industrial sector in the economy. To cope with the significant pressure of ongoing industrial transformation in Europe, particular attention needs to be given to build resilience and help people and communities to seize the opportunities of change. Concerning the need to scale up businesses, the Start-up Europe Partnership’s new report (2017) is the most comprehensive analysis regarding the status of

European innovative high growing start-ups which also shows a remarkable increase in the number of scale-ups in recent years but still, this is a shared problem in Europe. Therefore, interregional cooperation is essential to identify, exchange and transfer of practices among regions and more importantly, to prepare specific action plans to integrate lessons learned from the interregional cooperation in their regional policy programmes.

Hence, the SCALE UP project is a starting point for the improvement of policy instruments supporting the capacity of SMEs to grow in regional, national and international markets. Most policies included in the project are financed by structural funds. However, the existing tools have room for improvement in terms of business scaling to support regional authorities to be able to respond adequately to the key obstacles that obstruct the industry sector on their path to growth taking into account the conditions of the current worldwide markets. SCALE UP can bring added value by offering the participating regions the opportunity for policy learning and transfer of good practices in the field of business scaling.

## ORGANISATIONAL INSIGHTS

As an organisation that gathers people working on economic and regional development, EURADA, among other things, promotes the exchange of information on the regional development strategies, the assistance to enterprises and the training of development agency executives.

The organisation also participates in the development and delivery of territorial development programs and/or support programs for companies especially for small and medium sized enterprises along with promoting the emergence of cooperation projects between development agencies of several countries. For this reason, participation in the SCALE UP project gives the organisation a better understanding and greater awareness in terms of the situation of other European regions regarding the topic of scaling up businesses. The project’s achievements also give EURADA the opportunity to gain more contacts for its network as well as share and replicate the project’s findings within said network and other projects its members are involved in.



**Esteban Pelayo**  
EURADA Director

Esteban Pelayo (Director), puts it perfectly: *For EURADA this project is extremely relevant because it allows us to identify effective measures to support companies. The partners implementing these measures are a model for European regional development agencies. Since the creation of Eurada in 1992, a very important part of our work has consisted of exchanging experiences between members on effective measures for regional economic growth. During these three decades of work, we have verified that supporting the growth of SMEs is one of the main elements of the economic development of the territories. Scale Up provides an extraordinarily interesting set of effective policies that can be used by other agencies.*



EURADA is present in the European Union and beyond through a large network of 77 development agencies in 22 countries. The association has been gathering people working on economic development since 1992, encouraging and promoting the cooperation between development agencies of the different countries it is present in.

Photo by David Bruyndonckx on Unsplash

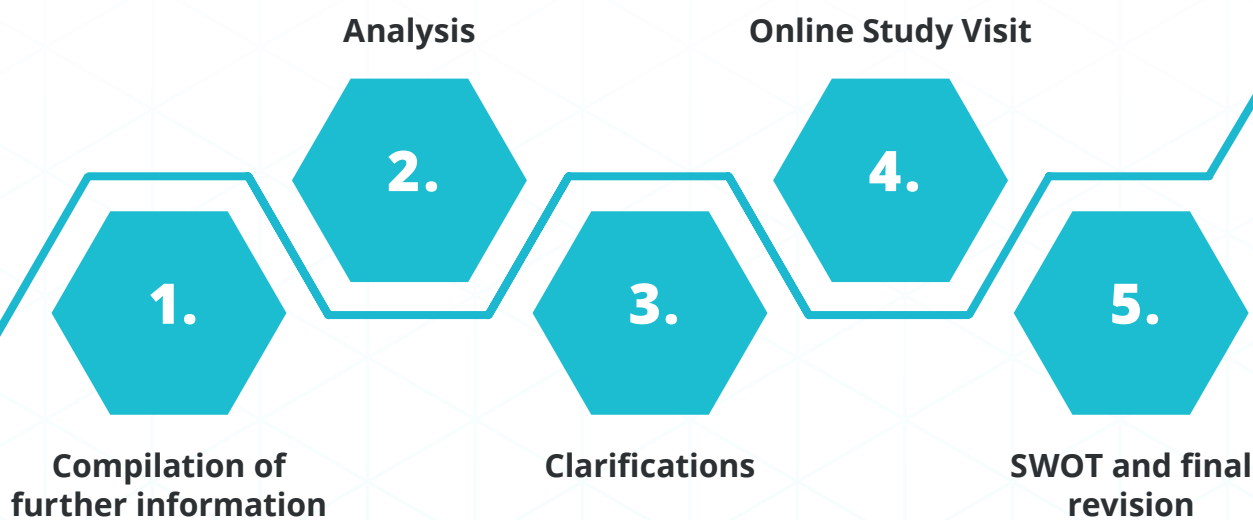
## ONLINE STUDY VISIT METHODOLOGY

The project consortium is particularly proud of its online study visit methodology which has been recognized as a good practice within the Interreg programme.

Given the current situation of restricted travel due to the Covid-19 pandemic, the consortium was faced with a quandary— how are we going to evaluate the potential for learning and transfer of a good practice if we can't conduct a physical study visit to the region implementing it? This question was discussed among the consortium and in the end, a solution was decided upon. Since the current world situation has required most, if not all work to be done online, why not implement online study visits? With the acknowledgement that online study visits will not be able to replace the project's original workplan, they were envisioned to be an alternative method to acquire additional information from the hosting partner (project partner who is presenting the good practices of their region) and the good practice owners. Five out of six project partners were yet to host a study visit.

The project's online study visit methodology was recognized by the Interreg Europe programme as a good practice which involves 5 steps.

The study visit is thus envisioned to be an interactive session with a maximum duration of 2 hours. The online meeting is followed by the final phase of the methodology which requires the partners to present their SWOT analysis and final review of all the good practices presented. This is the starting point to reach the selection of good practices to be included in the Action Plans of each partner in order to improve their policy instrument.



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