

Previous experiences

WP3: Transnational access to funding

PARTNER: Barcelona Activa

NAME OF ACTION	TYPE OF ACTION	MOTIVATION	OBJECTIVES	TARGET GROUPS	SECTORS	IMPLEMENTATION MODEL	RESULTS	SUCCESS FACTORS
Specific actions developed by your institutions in this field	Service (permanent); programme; activity	Pertinence with the context and the identified needs of target groups.	Objectives to be achieved	Collective to which the action is addressed	Economic sector in which the action is framed	Detailed description of the executed activities. Collaboration with other stakeholders, specify if Public-Private Partnerships.	Results and impact achieved	Key factors for the success of the action
1 READY 4 GROWTH (R4G)	activity	Within the services provided by Barcelon Activa to give support to entrepreneurs and companies interested in getting access to private funding, so that they can achieve a better understanding of the investment process, as well as the ecosystem of investors, companies and advisors that give support to start ups during the investment process.	Improve the possibilities of the start ups in Barcelona to get private investment. Networking event where these start ups can get useful contacts.	Mainly to entrepreneurs and companies on their first growth stages that are looking for a first investment round. Companies with an invertible profile: innovative companies with high growth rate.	Focused on innovative and high-growth sectors, that can be interesting for business angels or venture capital	1-2 days workshops in which the different phases of the private investment process are reviewed. The workshops are given by members of business angels networks, venture capital analysts and expert advisors who explain the key factors to be considered in each phase of the process.	Since 2011 we have organized 4 R4G workshops, focused on sectors Clean Tech, Industrial and TIC. 65 companies have participated on them. In 2012 3 of these companies raised private investment funds for 282.000 eur and 4 more got public or banking funding with the support of or permanent access to funding advising service, for 330,000 eur.	They are more useful if there are supplementary services addressed to entrepreneurs and companies. The R4G workshops we have organized up to now were focused on specific sectors (TIC, Clean Tech, Industrial), and many of the entrepreneurs that take part in this kind of courses have also taken part in specific programmes focused on these sectors. In this way Ready 4 Growth workshops become a kind of added module to this more complete programmes so that participants can deepen in their funding strategy. Barcelona Activa also organized investment fora addressed to specific sectors, and R4G seminars were programmed some weeks in advance before the fora as a means to find projects for the deal flow and to prepare entrepreneurs and companies to participate on them.
2 INVESTMENT FORA Clean Tech Health Care Industrial TIC	activity	To contribute to the strengthening, development and integration of the investment-entrepreneurship ecosystem in Barcelona. To help entrepreneurs and companies in specific sectors to access private funding.	To give entrepreneurs and companies belonging to specific sectors the opportunity to present their projects in front of specialized investors	Entrepreneurs and companies in sectors Clean Tech, Health Care, Industrial or TIC)	Clean Tech Health Care Industrial TIC	The fora are organized in collaboration with specific partners of the specific sector, who collaborate in the search and selection of projects, spread the information about the event around their networks and contacts. These partners are: professional guilds or specialized venture capital or business angels networks working on that sector.	Since 2011 we have organized 14 investment fora on sectors Clean Tech, Health Care, Industrial and TIC. 111 companies have participated. In 2012 9 of these companies got private investment for 1.995.000 eur. In 2013 3 companies got private investment for 3.750.000 eur	It is important to have a good deal flow of projects and good and active investors. The fact of having a range of services related to entrepreneurship and private investment (sectorial entrepreneurship program, R4G workshops, permanent funding advising services, incubators...) helps to get projects for this deal flow from within our own organization and resources. Also, to keep a close contact with business angels and venture capital and in general with the members of the ecosystem helps to get deal flow and the participation of investors. The idea is to become a piece of the ecosystem, this is a long term labour.
3 BUSINESS ANGELS TRAINING PROGRAMME	programme	To contribute to the strengthening, development and integration of the investment-entrepreneurship ecosystem in Barcelona. To help individuals interested in becoming investors to learn and become part of this ecosystem.	To increase the number of business angels in the city.	Individuals who are interested in becoming business angels or who are already business angels and want to improve their knowledge. Profile of participants: business owners and managers with or without previous investment experience.	All sectors	The programme is organized with different business angels networks and a private incubator that provides acceleration services. It includes training sessions to learn about criteria for the selection of projects, laws and regulation, investment agreements, risks and liabilities. Training is provided by expert professionals with experience in private investment.	We did the first edition of the program in april 2013. More than 30 participants, more than 60% of them had no previous investment experience. After the programme there is a follow-up and the participants have been invited to participate in some investment fora that have been organized by Barcelona Activa in June.	
4 BUSINESS FUNDING SERVICE	service	To provide some guidance to all the companies in the city in access to banking funding, public funding and private investment	To create an open service, accessible and easy to use addressed to all the companies of the city, in order to receive some advice and guidance in their access to funding	All companies	All sectors	Permanent service that includes diagnosis of financial needs, advice and support in the access to funds available (public and private). There is a personal interview in order to detect real needs of the company and decide the better business route and give support on processing banking, public or private funding.	Service started on June 2012. In 2012 there was an intermediation of more than 21.000.000 € for a total amount of 186 companies. In the first half of 2013 we have intermediated more than 7.000.000 € for 49 companies. We expect a substantial increase of funds raised in the second half of the year, when there will be some important public funds available.	Banking funding: There are agreements with specific bank offices where we address some applications. There is also a follow-up of the operations with the referent person in each bank office. Private funding: Specialized advising and support to entrepreneurs and companies willing to access private funding. We also keep permanent contact with private investors and venture capital networks; attending events and investment forums; assistance in the organisation of the forums and other activities; detection of companies that can be addressed to private funding. Public funding: Partner of public organisations that provide some funds (ENISA, ICF), helping companies to prepare applications for different programmes, grants and loans.



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Previous experiences

WP4: Cross-landing & Internationalization services

PARTNER: Barcelona Activa

NAME OF ACTION	TYPE OF ACTION	MOTIVATION	OBJECTIVES	TARGET GROUPS	SECTORS	IMPLEMENTATION MODEL	DATES	RESULTS	SUCCESS FACTORS	RECOMMENDATIONS /COMMENTS
Specific actions developed by your institutions in this field	Service (permanent); programme; activity ; action	Pertinence with the context and the identified needs of target groups.	Objectives to be achieved	Collective to which the action is addressed	Economic sector in which the action is framed	Detailed description of the executed activities. Collaboration with other stakeholders, specify if Public-Private Partnerships.		Results and impact achieved	Key factors for the success of the action	
1 Creation of the Business Landing Service	Service (permanent)	Fostering a business-friendly environment: • The need to attract foreign investments and talent that foster employment. • The need to reduce administrative barriers for business creation and the request of the foreign business community in Barcelona about creating a one-stop shop in English for business demands.	Attracting foreign investment in Barcelona	Foreign companies that want to relocate or expand their activity in Barcelona	All sectors	1) One-stop-shop offering personalised support in English throughout the entire landing process (information, decision, procedures, landing and aftercare). Specific areas of support: • Information and assistance about legal, administrative and immigration procedures • Business incorporation Service for Limited Liability Companies • Assistance in staff recruitment • Financial advisory service • Business location service • Facilitation of dialogue with other city stakeholders • Information about reference private providers (legal advisors, accountancy companies, etc....) . Aftercare 2) Coordination circuits with other public administrations involved, specifically concerning immigration procedures (i.e. Personal Tax Identification Number for Foreigners).	May 2012- June 2013 1) 20 projects settled and/or in phase of setting up (may 2012-may 2013) - 13 companies settled in Barcelona. - 7 companies in phase of setting up 2) More than 100 job positions created 3) Over 15 NIEs processed	1) Working on the basis of existing business-oriented services and adding a "one-stop shop" layer of personalized attention in English 2) Awareness of the Public Administrations involved in the attraction of foreign investments to Barcelona, especially at the current economic situation		
2 Technology bridges	Programme	Internationalisation is one of the top concerns of the companies of our environment. The domestic market situation is critical, so all the actions addressed to foster company internationalisation are a key tool for young and promising innovative companies, to reach global market access. For the born global companies internationalisation is a way to warrant their survival.	1) To support innovative companies from Barcelona on their way to access global markets 2) Participants take a first contact with the main innovation poles of the planet and meet new trends and business models ; 3) To know new markets, learn from other experiences, successful and failed experiences; 4) To visit the leading companies in the area, and to understand how they are facing the future 5) Companies evaluate their business growth potential 6) Companies identify international fund access 7) Companies improve their negotiation techniques 8) Companies establish business connections between visiting participants (where they can find new business opportunities), country destination companies, local investors and support agencies. 9) To explain to other countries the catalan business network, and Barcelona and their institutions, companies, investors and economic agents to destination country	Small and medium companies. These are companies with a high innovation level that are trying to grow through internationalisation and find new markets. Capital risk agents, scientific community, business angels and other institutions	IT, Biotechnology, Media	Barcelona Activa have been organizing Technology bridges since 2006. Some destinations during these years have been: Silicon Valley, China, Japan, UK, Finland, Sweden, Dubai, Brasil, South Korea... We co-organize these actions with the Chamber of Commerce of Barcelona, as our partners.		289 companies participants; 1) Highly valued activity, specially for individual agendas, a differential fact respect other actions 2) IT action 3) Highly valued activity by the business approach; 4) Useful tool to foster business growth through internationalisation (Technology bridge program is adapted to real needs of the companies); 5) Highly added value on internationalisation	Key of success: Chamber of commerce has a valuable background in internationalisation. Barcelona Activa great knowledge in companies	1) To sign agreements with the main innovation hubs around the world; 2) Create a specific report of IT sector to evaluate destinations and countries that could be an opportunity to make business; 3) The technology bridge should not be a cost free action; 4) To make an intense follow-up of the action
3 Erasmus For Young Entrepreneurs	Programme		Programme of the EU from the European Commission. To foster entrepreneurship, competitiveness, internationalisation, business growth, within european companies. Programme executed on 2010 and 2011.	New entrepreneurs and companies with experience, in order to transfer knowledge and experience	All sectors	New entrepreneurs can set up in a company abroad during 1 month minimum and 6 months maximum		New entrepreneurs have the opportunity to learn from an experienced company; The programme allows the exchanging within entrepreneurs and business owners, provides market access and the search of business partners, and business opportunities in other countries of the EU	The results of this programme were less satisfactory than expected. The number of matchings were quite low	
4 Plug & Play Tech Center	Programme	To support internationalisation of young companies and to foster agreements with the main innovation hubs	Agreement with Plug&Play Accelerator, one of the most important incubators at Silicon Valley. It is an strategic collaboration and partnership to seek out the most talented technology startups emerging companies from Barcelona, Spain and provide them access to the resources necessary to accelerate, grow and launch their early stage company in Silicon Valley. Programme executed from 2008 to 2011.	Small and medium innovative companies	IT companies	a) <u>Evaluation Road Show:</u> Evaluation and identification up to 12 candidate companies that are qualified for acceleration. b) <u>Barcelona Pavilion:</u> The Barcelona Pavilion shall house up to 6 Company at any one time. These Companies shall have access to all community networking events as well as service partners, including the following: 1) Monthly community networking events 2) CEO talks, Circle of CEO meetings, EIR luncheons 3) Weekly office hours with Plug & Play corporate and service partners 4) Front Desk and Reception service 5) On-site IT services 6) On-site Talent Acquisition (Recruiting) services c) <u>Plug&Play Acceleration:</u> Investment Forum Participation; Plug and Play Entrepreneurship University Program Participation; 15 Hours Of Consulting With Plug and Play Executives-in-Residence. d) <u>Bridge to Silicon Valley Event</u>		14 companies installed thanks to this agreement. Companies really appreciate networking activities, presentations in front of VC's, consultancy services, partnerships and new clients achieved in the US market	Action of Barcelona Activa in collaboration with the Chamber of Commerce in order to accelerate business growth of catalan companies at US market. There has been a campaign to publicize business opportunities in the US, that has increased the requests for collaboration between Silicon Valley area and Barcelona	To make specific agreements with some legal experts, immigration experts and include in the activities offered to the companies. To introduce the support of an expert from Barcelona Activa and the Chamber of Commerce placed in Plug&Play facilities
5 Experts Forum	Activity	To support internationalisation of young companies	Meeting with Experts in Internationalization where local businesses may solve specific doubts about strategy, markets, support programs, logistic aspects, etc	Small and medium companies.	All sectors	Experts from different organisations, public and private, participate in these forums. In the experts forums there are face to face meetings to solve questions regarding some specific markets		Highly valued activity, companies can explore new markets with the recommendations and advice from a reputed organisation	To invite as many experts as many regions as possible	

Previous experiences

WP5: Acceleration programme

PARTNER: Barcelona Activa

NAME OF ACTION	TYPE OF ACTION	MOTIVATION	OBJECTIVES	TARGET GROUPS	SECTORS	IMPLEMENTATION MODEL	DATES	RESULTS	SUCCESS FACTORS	RECOMMENDATIONS /COMMENTS
Specific actions developed by your institutions in this field	Service (permanent); programme; activity	Pertinence with the context and the identified needs of target groups.	Objectives to be achieved	Collective to which the action is addressed	Economic sector in which the action is framed	Detailed description of the executed activities. Collaboration with other stakeholders, specify if Public-Private Partnerships.		Results and impact achieved	Key factors for the success of the action	
1 Acceleration Programme "aXelera". Ed. I	Programme	Small and medium catalan companies have special difficulties to grow quickly.	1.identifying the highest growth potential of Barcelona that could become references in the city at a global level, and 2.implementing coaching in strategy for accelerating their growth and consolidation in the national and international markets.	Companies with most of the following characteristics: 1.based in metropolitan area of barcelona 2.Innovative component 3,Scalability of their product 4,Less than 10 years 5, Turnover of more than € 1M 6, over 20% sales growth of in the last 3 years However, if aa company could demonstrate its potential taking into account the characteristics of the sector or other reason it would be accepted	Multisectorial	<i>Phase I Identification:</i> after a big campaign for diffusion and 268 companies registered, a deeply analyse was done: reviewing questionnaire, doing interviews and experts tables. Result: 28 companies selected. In this process different actors were involved: 35 institutions, investors and companies involved identifying candidates. Our partner, Ernst&Young, a known consultancy firm and us made the selection <i>Phase II Action plan:</i> selected companies received advisory sessions. Their Business Plans were being strictly reviewed in order to identify the strategic growth aspects and design the action plan based in accelerator points . <i>Phase IV Promotion:</i> the actions of this phase were done in two directions: 1. Seeking investment: the plans were presented to national and international investors 2. Promotion: an <i>Advisory Board</i> was created with prestigious Directors of big Companies. We organized a presentation of the program to the Advisory Board and the Barcelona city council. The entrepreneurs were also introduced to their mentors. Other action was to appear in business media. On the other hand, there was other action not related directly to teh companies: we made a book including interviews with important businessmen of successful companies. The objective of this action was to show how entrepreneurs become in importants businessmen.	June 2010- March 2011	a) All the 28 participating companies increased their turnover by 10% (from 70M to 77M) and 17.4% in the number of employees (615 of 721 in total). b) 5 companies received investments or were acquired during the process . Also, five companies started a process of negotiation. c) 11 companies increased their national or international presence. d) 161 national and international investors received executive summaries of business plans. e) 61.9% of companies stated the programme "Very positive"	1,Project ambitious 2,Society involvement 3, Program council with main directors of main companies, bancs, institutions, etc 4, Analysis done by a prestigious consultancy firm 5, Collaboration public-private 6,International communication plan	1. Homogenization of the group of participating companies to promote collaboration and cooperation between them and also to benefit synergies. 2.Prioritise strategic consulting instead of organizing events. The program aXelera in this first edition is satisfied as a program with a variety of multi-activities and the focus should be the consultancy 3,Co-payment for participants: sometimes "free programmes" are not considered so seriously.
2 Acceleration Programme "aXelera". Ed. II	Programme	Small and medium catalan companies have special difficulties to grow quickly.	1.identifying the highest growth potential of Barcelona that could become references in the city at a global level, and 2.implementing coaching in strategy for accelerating their growth and consolidation in the national and international markets.	Companies with most of the following characteristics: 1, Based in metropolitan area of barcelona 2, Innovative and creativity component in products o processes. 3,Scalability of their product 4, Turnover of more than € 2,5M 5, Be able to operate in global markets 6,A strong management team (training, experience ...) and open to receive a high value strategic advice and follow up 7,,Partners must be involved in the business 8, With an ambitious, sustainable and responsible futur project 9,Ability to establish strategic alliances	Traditional Industry	The programme will have the following phases: 1. Selection of participating companies: 15 2. Definition action plan or growth plans. and 3. Implementation and monitoring phase. We are currently between phases 1 and 2.	May 2013- January 2014	In process	In process	
3 Acceleration Programme "aXelera". Ed. III	Programme	Small and medium catalan companies have special difficulties to grow quickly.	1.identifying the highest growth potential of Barcelona that could become references in the city at a global level, and 2.implementing coaching in strategy for accelerating their growth and consolidation in the national and international markets.	Companies with most of the following characteristics: 1, Based in metropolitan area of barcelona 2, Innovative and creativity component in products o processes. 3,Scalability of their product 4, Turnover of more than € 2,5M 5, Be able to operate in global markets 6,A strong management team (training, experience ...) and open to receive a high value strategic advice and follow up 7,,Partners must be involved in the business 8, With an ambitious, sustainable and responsible futur project 9,Ability to establish strategic alliances	Multisectorial	The programme will have the following phases: 1. Selection of participating companies: 15 2. Definition action plan or growth plans. and 3. Implementation and monitoring phase. We are currently in phase 1. This programme is also made by a collaboration public-private between Barcelona Activa and the prestigouse consultancy firm Price Waterhouse Coopers	June 2013- Februaury 2014	In process	In process	