

i.e. Smart

The SMART plan



**CENTRAL
EUROPE**
COOPERATING FOR SUCCESS.

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



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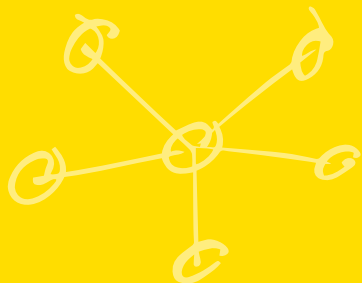


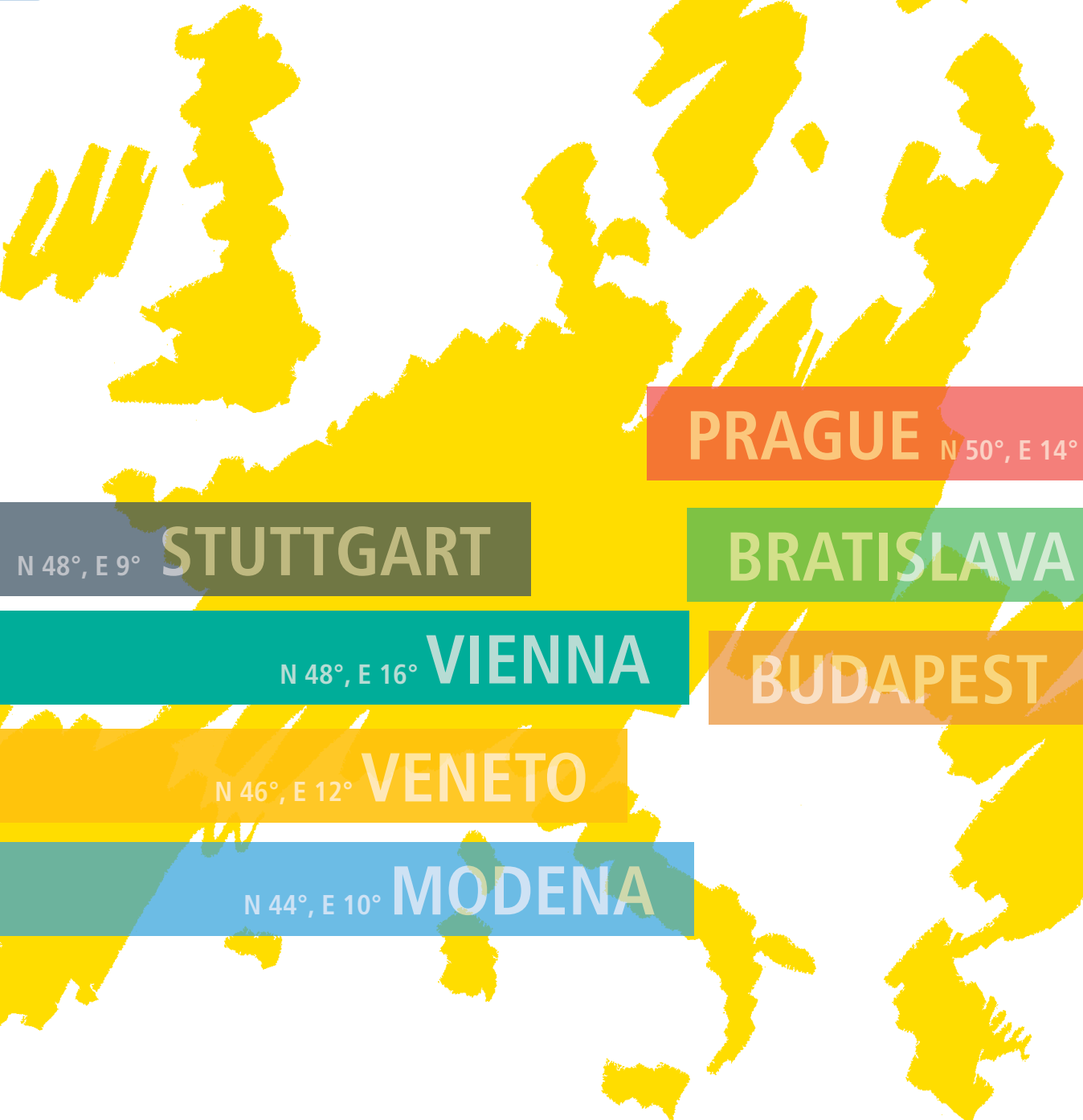
The SMART plan

Results of the i.e. SMART project



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PREFACE

The CENTRAL EUROPE project 'SMART Training Network for Innovation and Entrepreneurship in Emerging Sustainable Economic Sectors' – short 'i.e. SMART' (Innovation and Entrepreneurship SMART) – started in July 2012. But the preparatory work began much earlier, approximately two years before around the middle of 2010 when Europe was still caught up in the aftermath of a worldwide economic crisis. It was not a time of optimism and prospects were still gloomy.

As a contrast to the prevailing mood, the i.e. SMART project partners wanted to devise a concept that would encourage and give hope especially to young people in the seven European regions involved in the project. These young people were either still attending school, or had already left school and were looking for or were in work or were studying at college or university, or were young people around 30 who were maybe considering the future options for their lives.

Towards this audience in particular i.e. SMART defined its project slogan: "Be bold! Be daring! Be ahead! Be different and make a difference! Be SMART!", encouraging young people to take on the challenge of developing their own businesses, and as a result making a difference to the world around them.

The idea of the project, however, was set against a general trend in Europe, which became evident in the 2012 'Entrepreneurship in the EU and beyond' report which showed that the number of citizens who wanted to become self-employed was decreasing: "Self-employment is a less popular option than it was in 2009, with a clear majority in the EU now favouring work as an employee".¹ By contrast in the USA and China the proportion was much higher.

So why was the willingness to become self-employed greater in other parts of the world? A difficult and complex question: perhaps one important aspect was the fact that entrepreneurship in Europe had not been viewed favourably in the past. "Europe has a limited number of known entrepreneurial success stories. This is due to the fact that entrepreneurship has not been celebrated as a preferred career path. It is rare in Europe to find 'entrepreneur' ranked highly among desirable occupations. Despite the fact that entrepreneurs create jobs and power the economy their successes are not presented as role models in the media. For young people, this makes an entrepreneurial career rank rather low in the list of attractive professions and it is a deterrent to those who might want to become entrepreneurs."²

i.e. SMART wanted to change this perception by creating a whole new approach to entrepreneurship education and training by:

- Setting up a permanent SMART transnational management structure to develop, implement and manage a new approach to innovation and entrepreneurship training in central Europe;
- Working within multidisciplinary teams across economic sector-specific borders;
- Training not only classical business skills, but also transformative business skills such as creativity, empathy, big picture thinking and intuition;
- Connecting emerging entrepreneurs, business coaches and experts throughout Europe and the rest of the world.

The whole concept was called 'The transformative business approach for new generation enterprises'. The project partners wanted young people to move from being competent to being brilliant, and from being brilliant to becoming amazing.

Daniel H. Pink, international expert on political and economic policy, said: "The future of global business belongs to the right brainers".³ i.e. SMART, much inspired by Pink's ideas, formulated the idea in its own way: "The future of global business belongs to the transformative business approachers".

In the two and a half years of project life, i.e. SMART has gone a long way towards achieving all of its goals and will leave a lasting mark with regards to entrepreneurial thinking in Europe thanks to the dedicated work of all the project partners and the help and support of the staff at the Joint Technical Secretariat and the Managing Authority of CENTRAL EUROPE.

But above all, the project owes its thanks to and will be remembered for the many committed young Europeans who took up the challenge: to be bold, daring, ahead and different so that they could make a difference not only in their own lives but also in the lives of others. Be SMART!

Stuart Simpson
i.e. SMART Project Coordinator

¹ European Commission, Flash Eurobarometer 354 (2012)

² COM(2012) 795 final: ENTREPRENEURSHIP 2020 ACTION PLAN Reigniting the entrepreneurial spirit in Europe, Brussels, 9.1.2013

³ A Whole New Mind: Why Right-brainers Will Rule the Future, Daniel H. Pink, Riverhead Books, 2005

INTRODUCTION

The SMART plan is a summary of the results of the transnational project i.e. SMART during the working period July 2012 until December 2014. In addition, the plan also provides concrete suggestions for the project's sustainability after project lifetime. The i.e. SMART project with its twelve partners from seven urban regions – Bratislava (SK), Budapest (HU), Modena (IT), Prague (CZ), Stuttgart (DE), Veneto (IT) and Vienna (AT) – was divided into six so-called work packages (WP). Six of the 12 project partners were responsible for one of these work packages (WP), which had to be fulfilled during project lifetime. The SMART plan portrays the i.e. SMART project and the six work packages. The contents of each work package are reflected in the single chapters of the SMART plan. The chapters not only explain the working results but also highlight the remarkable successes of each work package that have been achieved during project lifetime. The SMART plan can therefore be seen as a guide for entrepreneurs and especially for institutions which are interested in implementing the start-up idea of the i.e. SMART project and also its SMART points.

In the first chapter, 'Summary – the i.e. SMART project', the project is briefly presented and the work packages (WP1 to WP6) with their contents are described.

The chapter 'Communication, knowledge management and dissemination' (WP2) deals with the strategic communication plan and the spectrum of the communication instruments which were used to disseminate the project and its results.

The chapter 'The SMART site – the knowledge pool of the i.e. SMART project' (WP4) describes the virtual SMART

point as an interactive environment, the Trainer Tool Box, the network of regional SMART points and the i.e. SMART TV channel.

The next chapter 'The SMART point – the i.e. SMART project vision and the SMART points idea' (WP3) focuses on the five phases from generating a business idea to the consolidation of the business. These five phases are part of the training offered to an emerging entrepreneur at one of the project's SMART points with details about the typical target groups to be reached, the common structure

and tools that are used and the potential activities implemented at the regional SMART points.

Following this, the reader will gain insight into the activities of the nine regional SMART points that have already been established by the project partners with information about the specific profiles of the SMART points, their training programmes, target groups and activities. The added pages about the SMART point 'milestones' intend to demonstrate the different activities and services located in each region giving an overview of the vivid entrepreneurial culture in each of the SMART points. The nine SMART points which have been established in the regions are located in Bratislava, Budapest (3), Modena, Prague, Stuttgart, Veneto and Vienna.

How the SMART network was formed as a central transnational management structure in each partner region is explained in detail in the next chapter: 'The SMART network concept' (WP3).

'The SMART training concept' (WP4) chapter offers the basis for the SMART trainers 'training programme' and describes its development, implementation

and the feedback evaluation that was received from the participants – the SMART trainers.

A closer look at 'The SMART campus concept' (WP5) is given in the next chapter and a detailed description of the first transnational SMART campus 2014 is provided. The reader will find information about the 'pitch' and 'keynote sessions' that were implemented as well as the 'active' and 'playful methods' that were used as working instruments during the campus.

The central aspect of the SMART project is the concept of sustainability and this is also the topic of the chapter 'i.e. SMART – Sustainability' (WP6). A catalogue of five measures has been drawn up to ensure that the i.e. SMART project will continue after project lifetime. In detail, the five measures are: 1. Institutionalisation of a SMART entrepreneurial curriculum at school and university; 2. Offering workshops and seminars after the project period at the regional SMART points; 3. Continuation of the SMART competition and campus; 4. The memorandum of agreement and 5. Institutionalisation of the regional SMART points in regional development plans.

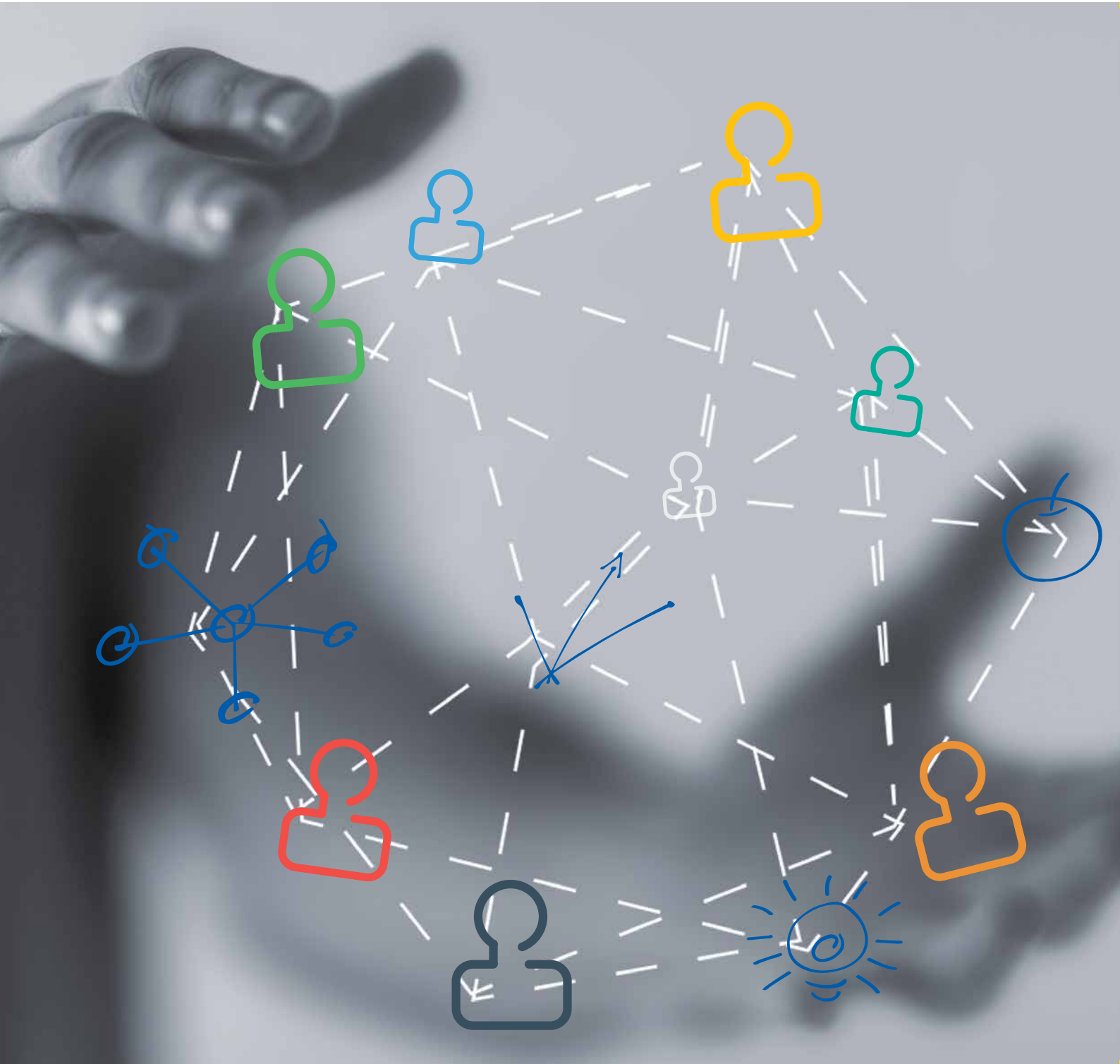
Finally, the chapter 'Outlook' provides concrete suggestions for sustainability after project lifetime by building on the project's results to develop and implement a new, comprehensive support system for emerging entrepreneurs in Europe through an entrepreneurial ecosystem.

The concluding chapter of the SMART plan – 'i.e. SMART project partners – contact details' – provides the reader with the names, addresses, telephone and e-mail details of the people to contact in the seven i.e. SMART project regions.

The SMART plan was compiled by the City of Stuttgart (PP5), the responsible Work Package Leader for WP6.

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SUMMARY – THE i.e. SMART PROJECT

i.e. SMART – The CENTRAL EUROPE project that connects seven urban regions

i.e. SMART (www.ie-smart.eu) is a transnational project co-financed by the European Regional Development Fund (ERDF) (ec.europa.eu/regional_policy/index_en.cfm) in the context of the CENTRAL EUROPE programme (www.central2013.eu). The project connects seven urban

regions – Bratislava (SK), Budapest (HU), Modena (IT), Prague (CZ), Stuttgart (DE), Veneto (IT) and Vienna (AT) – to inspire young people aged 14–30 to become the next generation of Europe’s leading entrepreneurs. The regions are working together towards creating a unique, integrated, sustainable seedbed for innovation and entrepreneurship growth across central Europe.

In order to reach this goal, each urban region has opened a SMART point, an entrepreneurship centre for young people to generate business ideas and develop them into business plans with the aim to eventually open their doors for business in the areas of Green Economy, ICT and Creative Industries.

The twelve i.e. SMART project partners

In detail, the twelve i.e. SMART project partners from the seven CENTRAL EUROPE regions are:

Project Partner (PP) No.	Name of Institution	Region / Country
Lead Partner	European Office, Vienna Board of Education	Vienna / Austria (AT)
PP2	University of Vienna, Research Group Knowledge Engineering	Vienna / Austria (AT)
PP3	Region of Veneto, Directorate of Labour	Veneto / Italy (IT)
PP4	Formodena	Modena / Italy (IT)
PP5	City of Stuttgart	Stuttgart / Germany (DE)
PP6	Stuttgart Media University	Stuttgart / Germany (DE)
PP7	Municipality of the Capital of the Slovak Republic	Bratislava / Slovakia (SK)
PP8	I-Europa, Ltd.	Bratislava / Slovakia (SK)
PP9	Budapest Enterprise Agency	Budapest / Hungary (HU)
PP10	BKF University of Applied Sciences	Budapest / Hungary (HU)
PP11	Metropolitan District Prague 14	Prague / Czech Republic (CZ)
PP12	Czech Technical University in Prague	Prague / Czech Republic (CZ)

The partnership is also backed by over 30 associated institutions in the partner regions that support the project and its goals without financially contributing to it.

The construction of the i.e. SMART project: Based on six Work Packages

i.e. SMART started in July 2012 and will be finalised by December 2014. This means that the 12 project partners from the seven CENTRAL EUROPE regions had exactly 30 months to complete the very tough schedule that they had promised to deliver. The i.e. SMART project has six so-called Work Packages. A Work Package (WP for short) is a detailed amount of work that will be carried out

in a specific period of time with clearly defined outputs. Each WP has a specific name.

The first two WPs are compulsory, focusing on project management and coordination (WP1) and communication, knowledge development and dissemination (WP2).

The remaining four i.e. SMART WPs were the ‘engine room’ of the project where the outputs were produced through the

hard work and dedication of a partnership of colleagues from different countries and regions who were all committed to the overall goal of i.e. SMART: the development of exciting ‘New Generation Enterprises’ through young emerging entrepreneurs.

Work Packages WP3 to WP6: Activities and outputs of the i.e. SMART project

As mentioned above, the i.e. SMART project had a very ambitious programme

of activities and outputs, which are outlined as follows according to WP.

WP3 – INITIATING PHASE: The regional SMART points and the transnational SMART network

The initial purpose of this WP was to develop a transnational concept for the setting up and implementation of regional SMART points, entrepreneurship centres for young people to generate business ideas and develop them into business plans. Between March and June 2013, the seven partner regions opened their doors to their young entrepreneurs and started their training, mentoring and coaching programmes.

At the same time, the project developed a second transnational concept in order to link the SMART trainers at the SMART points and the SMART points themselves in a transnational network called the SMART network.

WP4 – DEVELOPMENT PHASE: The transnational SMART training programmes

In order to thoroughly equip the SMART trainers and the young emerging entrepreneurs for the challenging tasks ahead, the project developed transnational training concepts for both groups.

In parallel, a state-of-the-art multi-functional 3D environment called the SMART site was developed (which can be accessed from the project website). The SMART site provides a cutting-edge digital environment where trainers and entrepreneurs can learn about and contribute to the development of ‘New Generation Enterprises’ in the areas of Green Economy, ICT and the Creative Industries.

WP5 – IMPLEMENTING PHASE: The transnational train the SMART trainers and the SMART campus

As mentioned, the SMART trainers at the regional SMART points were offered a very special tailor-made training delivered by international experts in the field of innovation and entrepreneurship. The training was split into two one-week sessions (the first session took place in Budapest in May 2013 and the second followed in September 2013 in Prague). A unique training programme called the SMART campus was developed for the five most promising young emerging entrepreneurs from each region. These 35 young people met in Bratislava in May 2014 and were offered top-level professional training from renowned international trainers at the Bratislava SMART point. This training encompassed differing aspects of business idea development such as marketing, crowd-funding, the use of social media, EU support for SMEs and pitching techniques.

The final day of the SMART campus (23 May 2014) took place in the Old Market Hall of Bratislava. The emerging entrepreneurs had to pitch their perfected

business ideas to a large public audience and a jury of international experts and investors. The best business ideas were awarded prizes.

The final output of this WP will be the completion of 35 transnational business ideas for ‘New Generation Enterprises’ in the areas of Green Economy, ICT and Creative Industries.

WP6 – INSTITUTIONALISING PHASE: The SMART plan

As with any transnational project co-financed by the European Regional Development Fund (ERDF), the aim is to make the project sustainable so that it can and will continue after completion (in i.e. SMART’s case from 2015 on) without financial support from the European Union.

The i.e. SMART partners have been working towards this goal from the very outset of the project. The SMART plan (this current publication) is a fundamental project document to achieve this goal and will be used in negotiations with regional stakeholders to carry on with the project after 2015.



COMMUNICATION, KNOWLEDGE MANAGEMENT AND DISSEMINATION

The strategic Communication Plan and the SWOT analysis

Successful communication and dissemination are essential elements of a successful project. It is of the utmost importance that the good work and the important outputs are communicated and presented to stakeholder groups, target groups and others who are interested. In order to achieve this, i.e. SMART compiled a strategic Communication Plan at an early stage in project life so that it could carry out proactive media and non-media communication and dissemination, as well as targeted knowledge management. A SWOT analysis and influence and interest grid was produced to define the project's audience and interest groups; the goals it will follow to influence these groups; the messages that are needed to be formulated to reach them; and the tools that will be used.



New communication media and social networking to build up an i.e. SMART media community

In keeping with the spirit of SMART innovation and entrepreneurship, the project planned to predominantly use new communication media and social networking as much as possible in order to reach as many young people as possible and to build up an i.e. SMART media community.

The basis for SMART communication: Modern English-language project websites

The basis for this was the development of a modern and attractive English-language project website which would offer visitors easy navigation and a comprehensive overview of the project and its achievements. In the course of the project, the project regions produced their own regional i.e. SMART websites

in their national languages with regional features, activities, information and news. These regional websites were linked to each other and to the main project website.

The SMART project main website:
www.ie-smart.eu

Regional SMART websites of the SMART partners:
www.ie-smart.eu/partners

INSTRUMENTS OF COMMUNICATION

Social media: i.e. SMART Facebook, Twitter pages and videos

In a similar fashion, project and regional links to the i.e. SMART Facebook and Twitter pages were created and, based on the saying "A picture is worth a thousand words", i.e. SMART very quickly produced short, catchy videos that were prominently posted on the main project website. **1 2**

The first teaser trailer video featured young people, the i.e. SMART beneficiary target group, proclaiming the project's slogan: "Be bold! Be daring! Be ahead! Be different and make a difference! Be SMART!".

The second video shows how young people can live out this slogan; namely by attending the project's SMART points, located in the seven project regions, where they will receive training and coaching in transformative business skills such as creativity, empathy, big picture thinking and intuition. **3**

Reaching the young target groups by website, SMART apps for tablets and smartphones

Social media were used throughout the project to promote and communicate project outputs as well as to announce and carry out competitions such as "What is i.e. SMART?" – an online photo competition. The project recognised at an early stage in project lifetime that the beneficiary target group, young people aged between 14 and 30, are not only computer users but also predominantly tablet and smartphone users. Therefore i.e. SMART produced a project app for tablet and smartphone use with all the essential elements that can also be found on the website using a computer.

The SMART logo should visualise the spirit of the project

Coming back to the website, the project partners spent a great deal of time and care in choosing the project logo because they were of the opinion that the logo should visualise the spirit of the project. The professional graphic company that was contracted for the work produced many designs and in a transnational negotiation process the project consortium finally came to a unanimous decision on which design was the best and which design epitomised i.e. SMART.

A SMART film to visualise the various developmental stages of the project

As a final project documentary, the 'SMART film' was produced, which visually depicts the various developmental stages of the project finishing with a special report about the SMART campus in Bratislava – undoubtedly one of the project highlights. The idea behind the film is that rather than producing a written document that might not be easily read, a quick-moving, interesting film will be more readily acceptable and hence be a more lasting reminder of what i.e. SMART will have achieved.

Further instruments of communication

On the more traditional media and communication side, i.e. SMART produced a number of eye-catching print media such as an initial multilingual flyer with basic information about the project. This flyer was updated at a later stage into the full-blown "i.e. SMART project brochure" with comprehensive information about the project programmes and activities in the partner regions. At an early stage in project lifetime, and based on the above-mentioned Communication Plan strategies, the project partners identified regional stakeholders and interest groups who were consequently informed about project development among other means through a six-monthly SMART newsflash. **4**

Also regular press conferences, articles and releases have helped to disseminate what the project has been doing and has done.

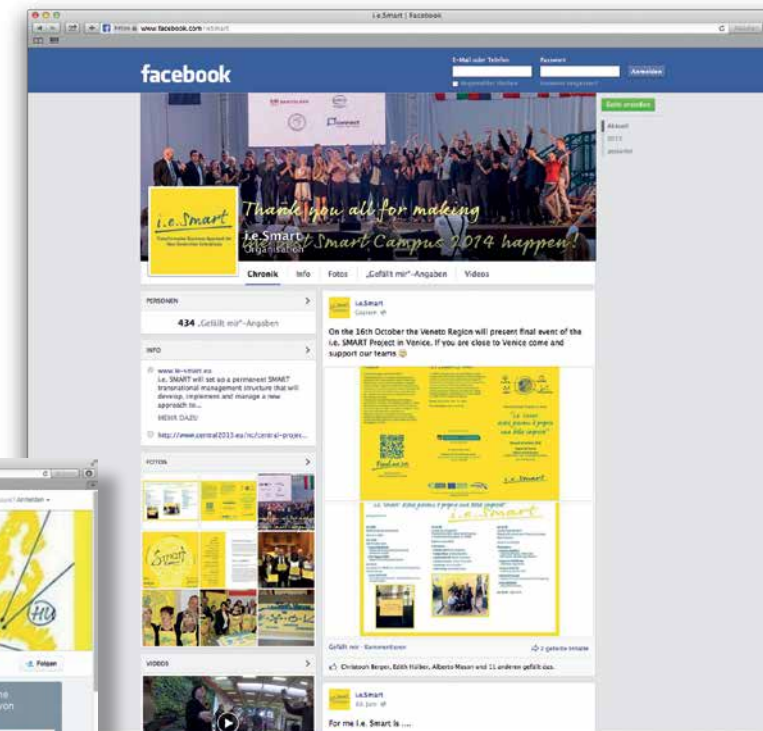
Another aspect of the strategic Communication Plan has been a unified marketing concept with common i.e. SMART PR articles such as corporate roll-ups, folders and data storage items. **5**

All in all, it can be said that the project has carried out a very successful communication campaign – in the words of one of the participants at the SMART campus: "I have come to love the i.e. SMART yellow – it gives me hope for the future".

5 i.e. SMART roll-up



1 i.e. SMART Facebook



2 i.e. SMART Twitter



3 i.e. SMART video

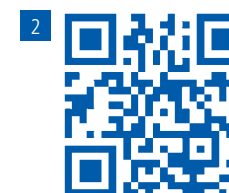


4 i.e. SMART newsflash



www.fb.com/iesmart

[@ie_smart_eu](https://twitter.com/@ie_smart_eu)



THE SMART SITE – THE KNOWLEDGE POOL OF THE i.e. SMART PROJECT

The SMART site (<http://smart.dke.univie.ac.at>) is the online knowledge pool of the i.e. SMART project. It supports the project aim through the provision of:

- An innovative 3D Virtual SMART point
- State-of-the-art materials on three different economic sectors, i.e. Creative Industries, Green Economy and ICT
- Training materials for the transformative business approach to innovation and entrepreneurship
- A virtual transnational network of regional SMART points, trainers and entrepreneurs.

Target groups of the SMART site are young entrepreneurs and the trainers who support them.

1. The 3D interactive environment: the Virtual SMART point

i.e. SMART as a project addresses innovation and young entrepreneurs. With the highly innovative Virtual SMART point, the project partners not only talked the talk but also walked the walk regarding innovation. Using WebGL and HTML5 technology, aided by external experts, and receiving feedback from the target group, the consortium created an

interactive 3D environment, which works similar to computer games, i.e. with regard to navigation, graphics and speed, but has the major advantage that it is completely browser-based. Thus the user does not need hardware or any specific IT knowledge in order to interact with the Virtual SMART point.

Its topical design is similar to that of a physical SMART point. It provides interaction areas for "Trainees/Young Entrepreneurs", "Trainers", "Innovative Business Concepts", "Economic Areas" and networking activities through a "Cafe". Each of the areas is represented as a room, containing several interaction points. The interaction itself is done through the touch of highly symbolic objects, which aim to suggest to the user the topic 'hidden' behind them.

The entrance hall of the 3D environment presents the three economic sectors covered by the i.e. SMART project: Creative Industries, Green Economy and ICT. By interacting with the displays in each area, the user can view videos, slide shows or other materials. The source feed for the screens is coming from the SMART site and is updated regularly. ¹

2. The Trainer Toolbox

The transformative business approach to innovation and entrepreneurship comprises seven distinct phases, which have been used as a basis in the design and partition of the Trainer Toolbox. Thus

users can find seven different topics: "Facilitation of SMART Ideas", "Generation of Ideas", "Ideation and Development of Concepts", "Business Modelling", "Validation and Testing of Ideas and Business Model", "Telling the Story and Pitching the Idea" and "Growing the Business".

Each of the main topics is further divided into sub-topics, which all have a similar structure. They contain one lecture describing the overall topic, the learning objectives to be achieved through the respective module and the level at which the learner is required to be in order to achieve the expected results. Additionally methods, concepts and tools suitable for the modules are provided as well as a reading list for those interested to go deeper in the topics. If feasible, adjacent exercises are provided with the lecture.

The sub-topic presented in the screenshot is "Understanding User Needs" from the conglomerate of "Generating Ideas". This specific topic is accompanied by a multitude of exercises, from the ethnographical domain. ²

3. The network of regional SMART points

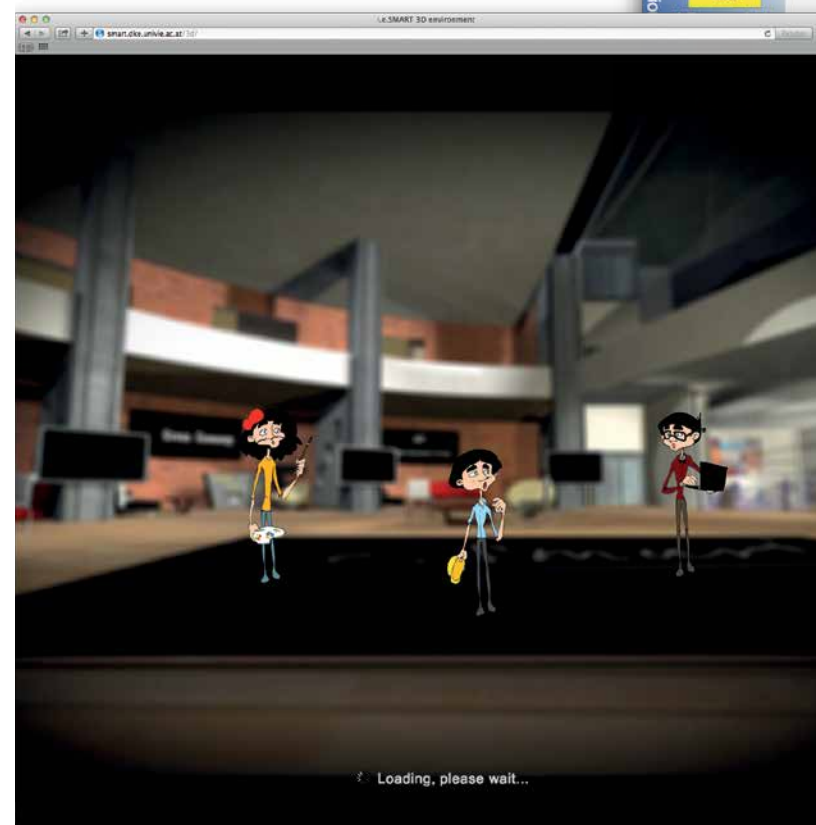
The seven regional SMART points create a network, whose sustainability and visibility is vital for the success of the i.e. SMART project. Thus in addition to the operational, physical activity of the regional SMART points, each of them is represented on the SMART site. Up-to-date information on the location and contact details of each SMART point is available as well as a description of the specific services and partners. As each



2 The Trainer Toolbox



1 The 3D environment – the Virtual SMART point



SMART point has a regionally optimised portfolio of services targeting slightly different target groups the descriptions vary correspondingly.

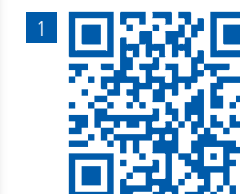
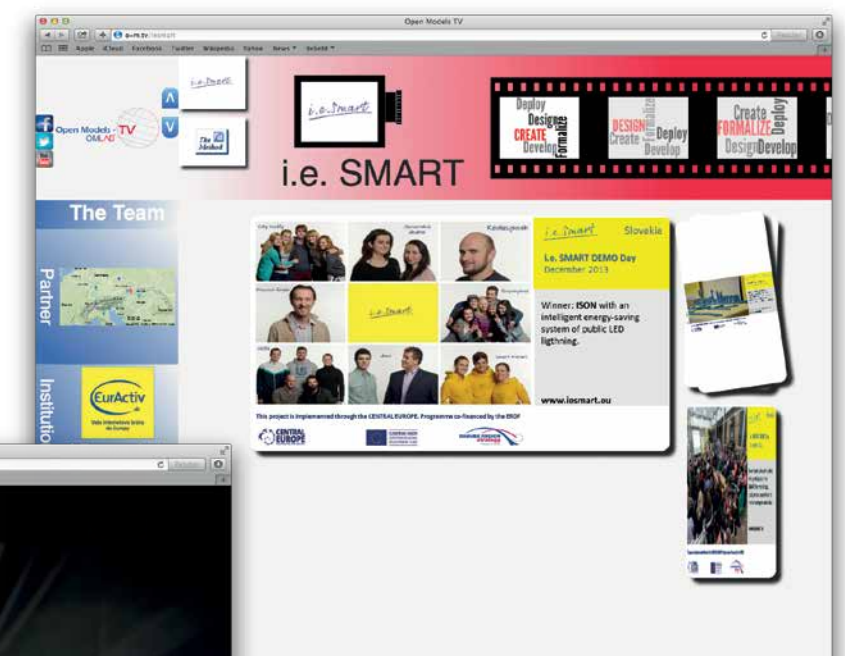
Easily accessible quick-links provide the user with impressions of the SMART point, providing access to image galleries, relevant documents as well as a calendar providing information on events of interest.

4. The i.e. SMART "TV" Channel

An additional output related to the SMART site is the i.e. SMART "TV" Channel. Via a web channel it broadcasts news snapshots of the project.

As the project instituted the SMART points, which are physical locations where the transformative business approach to innovation and entrepreneurship is presented and trained, the idea was to give a visual aid on what i.e. SMART means in the field. The web channel can be streamed with regular TV sets in each of the locations – as long as they are internet compatible – thus showing young entrepreneurs what is happening in a transnational project. The channel has been designed and implemented in such a way that it is easily customisable to different languages and regional content. An exemplary screenshot is provided below. ³

3 The i.e. SMART "TV" Channel





THE SMART POINT – THE i.e. SMART PROJECT VISION AND THE SMART POINTS IDEA

The i.e. SMART project-specific objectives address the improvement of the climate for innovation in all regions and enable them to make better use of their innovation potential by addressing their specific needs and areas of weakness and fostering their areas of strength. At the same time they pursue the improvement of the framework for knowledge development as it relates to human capital in order to ensure economic competitiveness. The very first tool to achieve these objectives consists of the implementation of **seven**

regional SMART points (one per project region), which are conceived as true centres of competence where knowledge is created and translated into new products, services or processes.

Within the SMART points the emphasis has been placed on “improving the framework conditions for the development of human capital” following basically a twofold approach: a multidisciplinary approach to innovation and entrepreneurship and a multidisciplinary

approach to business idea development. The rationale on the ground is built on the idea that the process leading from the **generation of the idea** to the **consolidation** (and even growth) **of the business** can be seen as a set of five successive (conceptual) phases:



These conceptual phases have then been integrated into the project vision combined with the basic elements of the SMART points, leading straight to the precise identification and positioning of the skills required by each single phase: 1) transformative business approach skills, 2) personal skills, 3) starter business skills, 4) master business skills and 5) expert business skills.

The common basic environment shared by all seven regional SMART points focuses on the first three stages of the process leaving enough flexibility to each region to better tune the function and services to their needs.

The precise definition of the common environment and the specific tuning of each SMART point is the result of the participants' and regional stakeholders' commitment in answering the question: “What will the regional SMART points concretely deliver in my region?”.

THE SMART POINTS DEFINITION TARGET GROUP

The common SMART points functions and “services” target group consists of **emerging entrepreneurs** between 14 and 30 years of age. Particular attention has been given to secondary schools and universities for attracting potential beneficiaries (acting in synergy with schools and universities), where also civil society organisations and third sector operators have been involved in the recruiting process in order to involve potential beneficiaries also outside the education world. Talent development, creative skills, entrepreneurial mindsets

and cultural expressions of young people should be encouraged **amongst all youth** (An EU Strategy for Youth – Investing and Empowering – A renewed open method of coordination to address youth challenges and opportunities – Brussels, 27.4.2009 – COM(2009) 200 final).

COMMON STRUCTURE

The SMART point is a **physical place** with at least one **SMART trainer/facilitator** (who has attended the project-specific SMART training), a contact person and a flexible number of **collaborators** who are responsible for the implementation of the project-related activities (tutoring, consultancy and training). Collaborators are both external and internal staff members of the partner institution based on the creation of a **list of experts** (database/roster) to be used as necessary.

Amongst a range of functions, the SMART point has to act as a one-stop shop allowing easy access for the public. In this sense, the SMART points are inspired by an ‘open door’ philosophy with the continuous participation of both current and emerging entrepreneurs in its activities. The SMART points are real places where emerging entrepreneurs have the concrete opportunity to meet current entrepreneurs, to learn from their real business cases and to profit from the specific business environment, leading to a real process of co-generation and co-creation of future business ideas. Moreover, each SMART point has guaranteed the ‘physical’ implementation of training and consultancy activities and provided adequate facilities for it.

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

COMMON FUNCTIONALITY

Following the ‘conceptual positioning’ previously described, all regional SMART points have covered at least the first three competence areas: **Idea generation – Thinking about starting a business – Starting a business** (from the Idea to the Business Plan).

The first competence area of the SMART points (“Idea generation”) is that it should be a laboratory for the facilitation of the genesis of (innovative) ideas. The SMART points have looked for exciting entrepreneurial ideas in their regions and have supported the finalisation of 35 business plans (the 35 business ideas that participated in the international SMART campus in Bratislava on 19–23.05.2014).

In this sense, the very first activities of the SMART trainer/facilitator have been centred on the sensitisation of the relevant regional stakeholders to the “transformative business approach to innovation and entrepreneurship in a merger of competences and thinking styles”. This has been done thanks to the proactive attitude inspiring the whole SMART point philosophy that will follow basic marketing principles: each SMART point has developed its own proactive marketing strategy to find its potential ‘clients’ and then attract them with the appropriate strategies (in detail see the box below).

COMMON TOOLS

As a direct consequence of the common structure and functionality each SMART point can rely on a specific set of basic tools:

- **SMART trainer/facilitator** involved in the SMART point core activities as **facilitator/animater/sensitizer** to the “transformative business approach to innovation and entrepreneurship in a merger of competences and thinking styles”
- **Pool of experts** for business creation and management (internal and/or external staff members)
- **SMART site (ICMS)** with relevant, state-of-the-art training material, research and information about the transformative business approach to innovation and entrepreneurship particularly in the Creative Industries, Green Economy and ICT. The SMART site has been conceived as a transnational knowledge management tool to support knowledge sharing



THE 3 COMPETENCE AREAS:

1 IDEA GENERATION (Transformative Business Approach Skills)

Every SMART point operates as a laboratory for the facilitation of the genesis of innovative and transformative business entrepreneurial ideas

2 THINKING ABOUT STARTING A BUSINESS (Personal Skills)

The SMART points are rapidly becoming a tool for the promotion, sensitisation and stimulation of the entrepreneurial culture (e.g. promotional activities and dissemination to schools and universities)

3 STARTING A BUSINESS (Starter Business Skills)

Each single SMART point has guaranteed the basic tools to facilitate and follow future entrepreneurs to the realisation of their business plan (a common multi-lingual business plan template has been created to facilitate homogeneous and standardised results, following the structure of the Business Model Canvas®)

and management inside the project environment (providing all the SMART points with updated contents on project-related subjects) and outside it (being the reference tool for project information, training and consultancy action towards project beneficiaries and regional stakeholders)

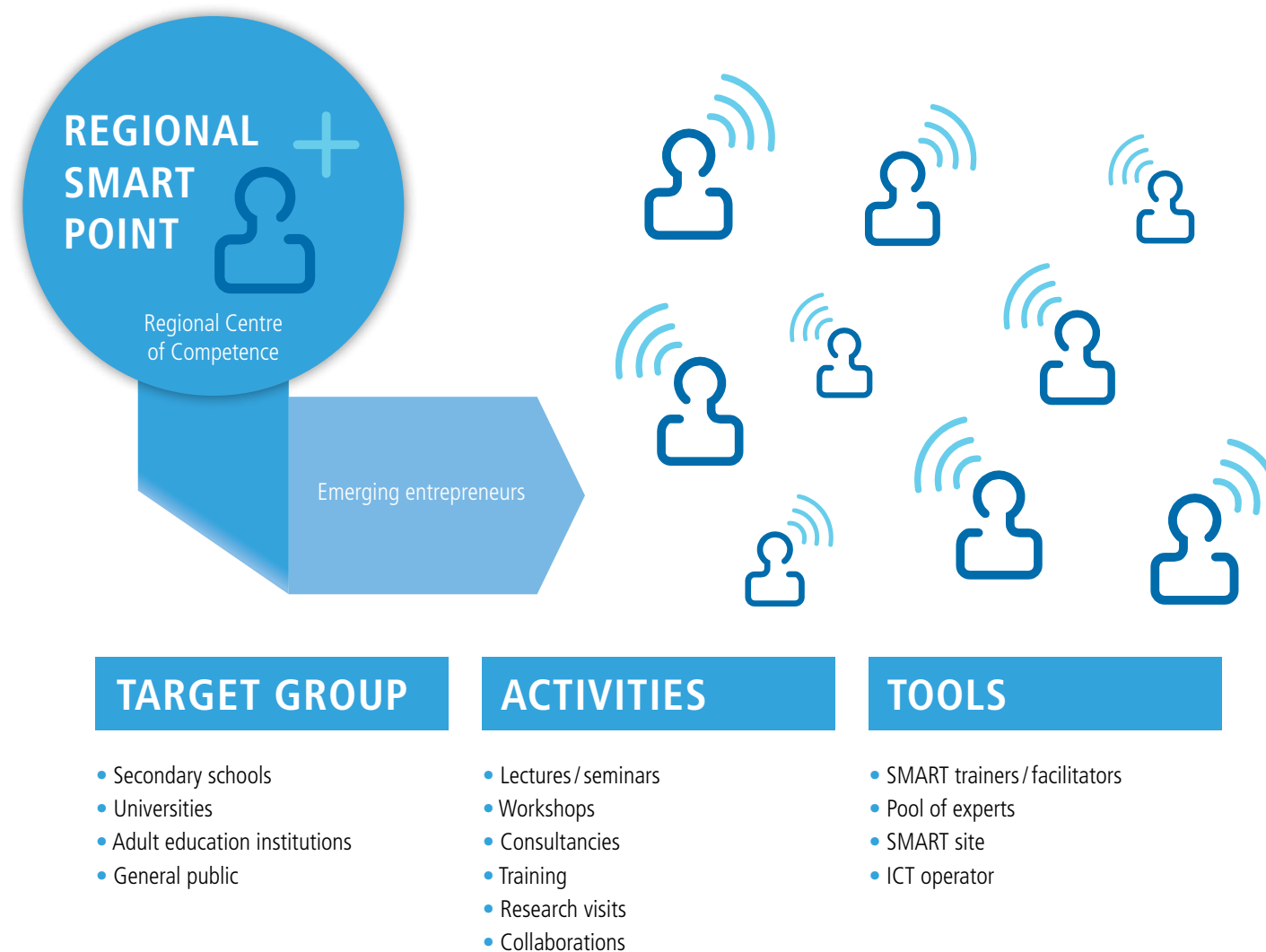
- **ICT operator** (with basic knowledge) for the local management and the implementation of the SMART site.

The SMART points activities on the run

The following list provides an example of regional SMART points activities on the run:

- Lectures/seminars on business planning and start-up
- Lectures/seminars/workshops on various subjects: the Business Model Canvas®, design thinking, law and business on the internet, presentation skills, economic–financial planning, fundraising, ...
- Direct consultancy to individuals/business groups on business planning and start-up
- Information desk for start-uppers: a first window for regional/national/international opportunities

- Winter schools on entrepreneurship for students and aspiring entrepreneurs
- Research visits to other SMART points for staff, professionals and regional stakeholders
- Idea generation workshops/laboratories
- Collaboration with universities/vocational training agencies in the field of business planning and start-up training.





Facts about Bratislava

- Inhabitants: 417,389
- Area: 368 km²
- Country: Slovak Republic
- www.bratislava.sk

Economic/main branches

Service sector, mainly composed of trade, banking, IT, telecommunications industry, tourism, creative and cultural industries. Further: car manufacturing, chemical industry, machine construction and food industry, electronic industries.



BRATISLAVA SMART POINT

Opening	13 June 2013	
Address	The City of Bratislava Primaciálne námestie 814 99 Bratislava Slovenská republika	SMART point Bratislava Cvernovka: Stará pradiare Párickova 18 821 08 Bratislava Slovenská republika
Contact details / Phone	Phone: +421 907 269 683 E-mail: jeanjean@bratislava.sk	Phone: +421 0907 269 683 E-mail: nada@connect-network.com
Head of the SMART point	Lubica Jean-Jean / Nada Stránská	
Legal form	Civil association	
Number of employees	2	
Number of trainers	2	
Aims of the SMART point	To help new entrepreneurs turn their ideas into successful businesses	
Target group	Students in IT & tech, creative industry, economy and management who plan to start up a business	
Offered products / services	<ul style="list-style-type: none"> • Lectures: Thematic presentations – every Tuesday 6pm • Workshops • Counselling: With experienced mentors and entrepreneurs – weekly on Thursday 5pm – 8pm • Cooperation activities: Provida – Môžu ryby lietať, RozbehniSa – rozbiehaské workshopy, Slovak Business Agency – TWIN Entrepreneur, Creative LAB Bratislava, FIT – Fund of Innovation and Technology, Night of freelancers / programmers / photographers / bloggers • Events for start-ups: Start-up Awards Slovakia, Social Impact Award, Wayra CEE 	
Why the region needs the SMART point	<ul style="list-style-type: none"> • To develop skills to start a company among young people in order to decrease unemployment rate of graduates • To fill in the gap in existing start-up ecosystem at the very beginning of entrepreneurship • Training and seminars – design thinking method • People – mix of starting and experienced entrepreneurs from all areas • Space – creative industrial co-working space 	
Partners	PP7 Municipality of the Capital of the Slovak Republic PP8 I-Europa, Ltd.	
Websites	www.bratislava.sk – www.smart-point.sk	

MILESTONES BRATISLAVA SMART POINT



ACTIVITIES

promotions / events:	17
lectures / training:	30
counselling:	35
further activities:	40

Type of activities

SMART working time – individual team meetings with selected five best teams, mentors and SMART trainers.

Mentors' night – mentoring event for start-ups from the i.e. SMART programme and outside.

SMART campus – workshops for 37 teams representing all regions participating in the i.e. SMART project.

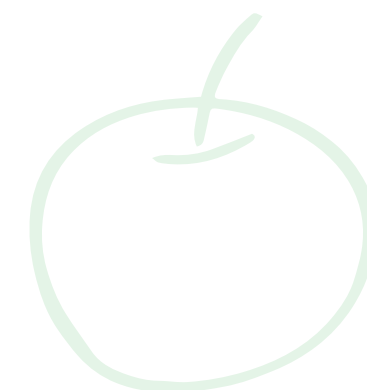
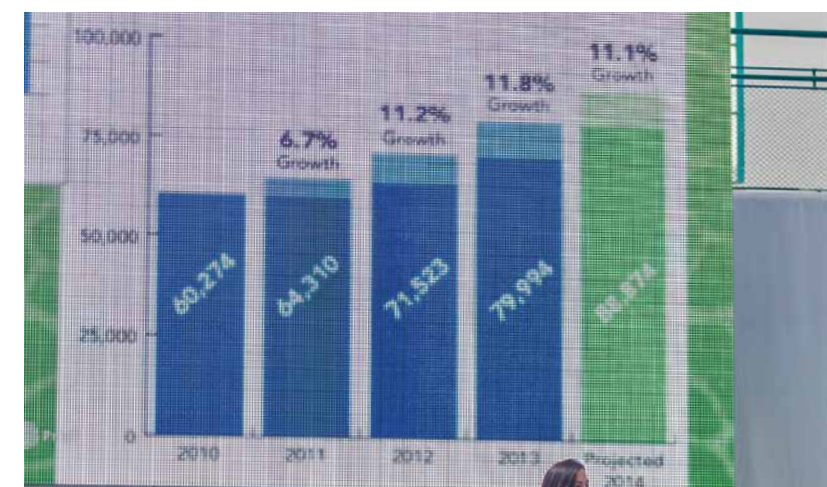


Jan – Jun 2014

Short description of the activities

We held weekly meet-ups with new entrepreneurs from the i.e. SMART project and outside of it – SMART working time. We discussed their progress, giving them feedback on their work, connecting them with relevant contacts from the business environment. There has always been at least one mentor who would help them with their business model and current issues. Teams motivated each other and helped each other when dealing with similar problems.

Mentors' night was an evening event with three external mentors with backgrounds in marketing, business processes and strategy. Each team pitched their idea in front of them and then got an hour-long consultation with selected mentors one on one. Practical workshops on marketing were held simultaneously as a side programme. At the end everyone was networking and sharing their progress.



SMART campus was held in SMART point Bratislava for three days with 65 participants – selecting emerging entrepreneurs from all participating regions. Training was undertaken by the Portuguese company Inovamais. The final event – DEMO Day – was organised by SMART point Bratislava in the premises of Old Market Hall in Bratislava with the participation of 340 people.

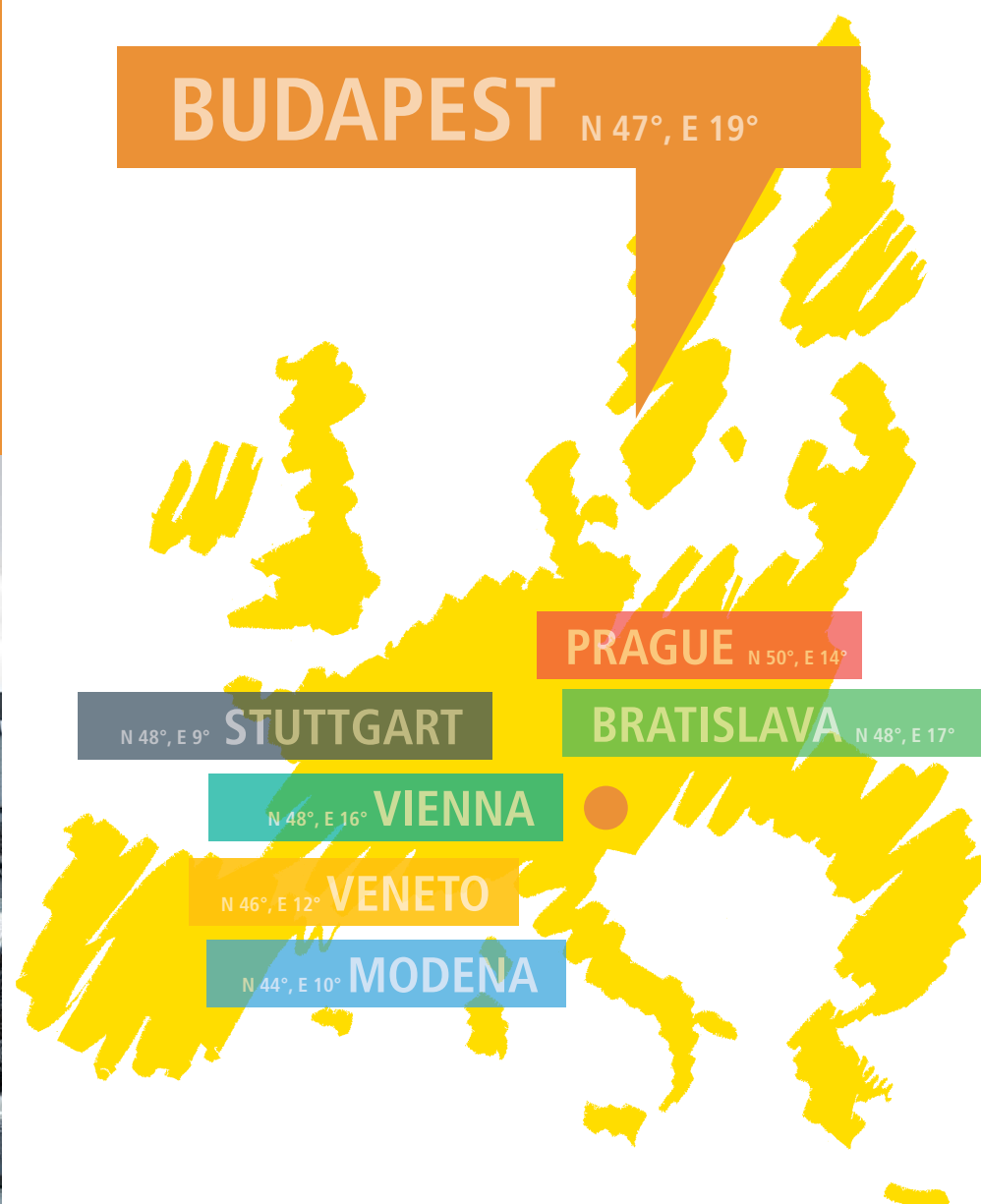
Others

Apart from official i.e. SMART events there were more than 40 presentations and workshops during this period which were also open for i.e. SMART teams. They attended them quite regularly. Topics of these events were mostly online marketing, selling, brand building and management.



Facts about Budapest

- Inhabitants: 1,735,711
- Area: 525 km²
- Country: Hungary
- www.budapest.hu



Economic/main branches

Budapest is the economic centre of the country. The economic transformation of the capital is driven by the dynamics of business, financial services and trade, with foreign investments being mainly directed to the services sector. Some 191,000 active businesses are located in Budapest, which is 27% of the national figure. Although the problems following the economy's restructuring culminated

here, it was the most flexible area to adjust to the new requirements. In relation to Budapest's weight in the other industrial sectors, its importance in research and development is disproportionately high. More than two-fifths of the country's research establishments are located in Budapest, employing 53% of its researchers and receiving nearly two-thirds of the funds devoted to this sector.



BUDAPEST SMART POINT

Opening	25 November 2013
Address	Rákóczi út 18. – 1st floor H-1072 Budapest Magyarország
Contact details / Phone	Phone: +36 30 954 0882 E-mail: iesmarthungary@europe.com E-mail: szolnoki.szabolcs@bvk.hu
Head of the SMART point	Szabolcs Szolnoki
Legal form	–
Number of employees	6
Number of trainers	15
Aims of the SMART point	To become a unique, integrated centre for innovation, creativity and enterprise development, propagating the transformative business approach and the entrepreneurial culture
Target group	Young entrepreneurs and young people who want to become entrepreneurs
Offered products / services	<ul style="list-style-type: none"> • Public professional workshops every 2–3 weeks • Free services: networking events, legal, financial, HR, marketing and other consultancy, meet-ups and SMART training • Special events: thematic workshops, 3-day SMART training, business planning and business club events • e-SMART point • Mobile SMART point
Why the region needs the SMART point	One out of every eight employees in Budapest works for SMEs, thus small and medium enterprises play an important role in the economy of our capital. Our SMART point has a central role in the training of the entrepreneurs of the region, because our services aim at beneficiaries who haven't received such training before. According to a recent study about the Hungarian creative industry those working in the sector have a high level of knowledge in their field of activity, but are lacking entrepreneurial or business know-how, thus are barely able to achieve their business goals. We create a platform of possibilities for those creative young people who already have new ideas and are in the need of knowledge for creating a real enterprise out of the idea.
Partners	PP9 Budapest Enterprise Agency PP10 BKF University of Applied Sciences
Website	www.iesmart.hu

MILESTONES BUDAPEST SMART POINT

ACTIVITIES

promotions / events:	3
lectures / training:	19
counselling:	2
further activities:	–



25.11.2013

Budapest SMART point Opening Ceremony

At the official opening ceremony of Budapest SMART point in the headquarters of Budapest Enterprise Agency the emerging entrepreneurs, our partners and the press participated in a PR event in the morning and professional workshops in the afternoon. The main topics were the i.e. SMART training methodology, the opportunities of enterprises domestically and abroad and successful young entrepreneurial careers.

Mobile and online SMART point

The presentation of right-brain business plans was the closure of the training programme of the first semester of 2014. Through elaboration and development of their business plan in the frame of the i.e. SMART project with creative, transformative and traditional tools, participants of this training programme became able to present their creative business ideas clearly and convincingly to investors.

05.02.2014 – 09.05.2014

SMART campus Preparation Training

The five best Hungarian i.e. SMART applicants were chosen in a two-round Hungarian Regional Competition based on their original application form which presented their business idea and their work at the SMART campus Preparation Training (three right-brain business modelling days: Vision boarding, SWOT analysis, Storytelling) and their homework.

15.04.2014

i.e. SMART Budapest conference

The conference was held in order to show and disseminate the results achieved of the Budapest and Dunakanyar SMART points to stakeholders and project partners. During the event, the speakers introduced the methodologies used for the SMART point workshops and training.



11.08.2014 – 21.11.2014

Hungarian SMART competition

In the first Hungarian SMART competition we invited young people under 35 years of age, individuals or teams, from all over the country who have a business idea or an existing firm. The application deadline was 19 September 2014, after which the experts chose the most promising from the received

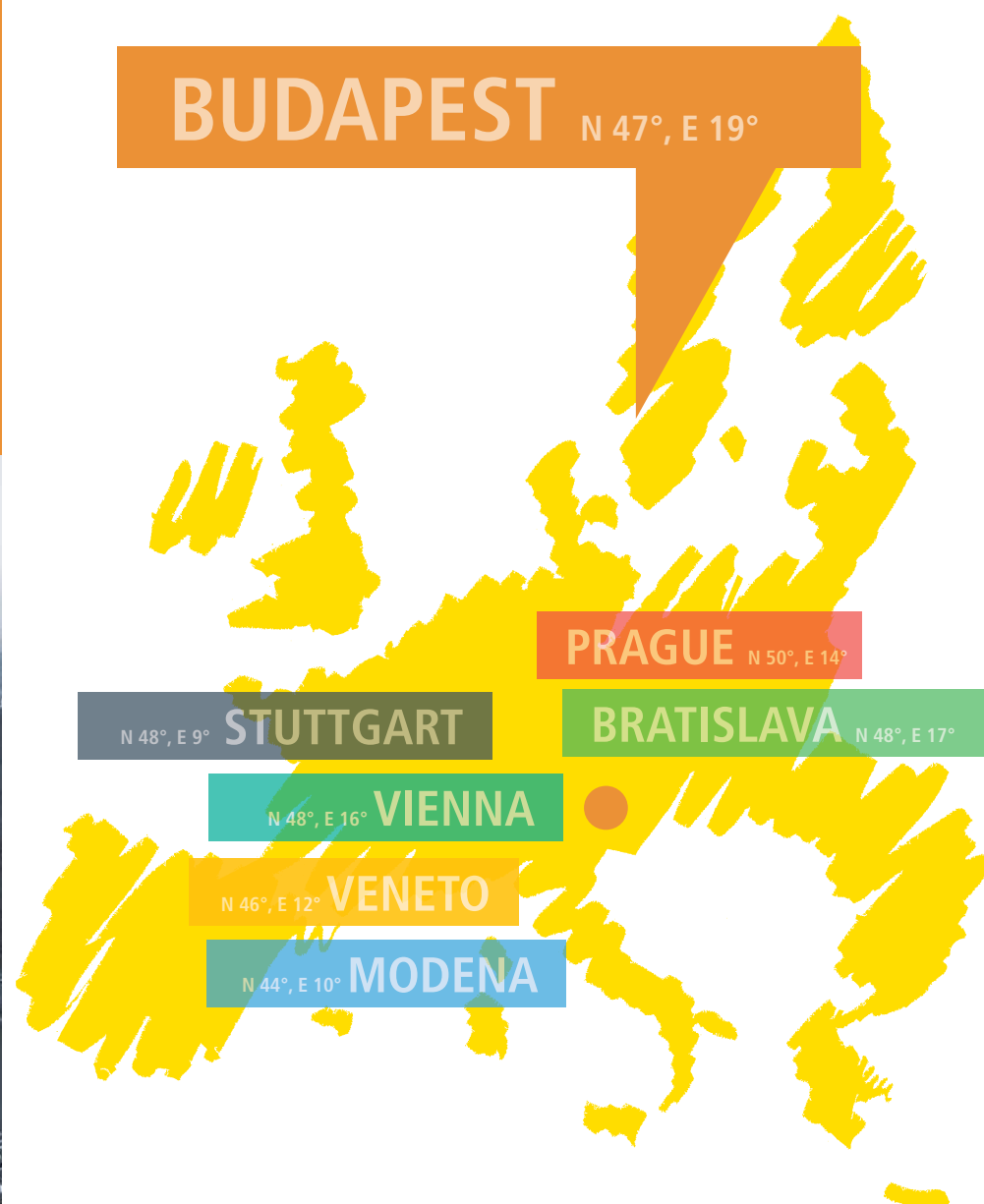
applications. Candidates selected in the first round take part in right-brain business plan training sessions. The best five competitors get into the final where the best applicant will win valuable prizes such as SME development services and free use of a conference room for one year.





Facts about Dunakanyar region

- Inhabitants: 440,000
- Area: 1,640 km²
- Country: Hungary
- www.dunakanyar.hu



Economic/main branches

The second SMART point Dunakanyar is located in Szentendre, about 20 km from Budapest, on the shores of the Danube. Its geographical and cultural characteristics make Szentendre an attractive touristic city. The number of companies settling in Szentendre is

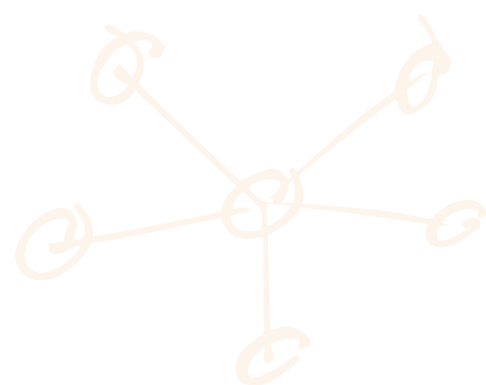
growing as well. Amongst them there are multinational companies such as Suzuki and Ford. Furthermore Szamos, the traditional Hungarian chocolatier and marzipan manufacturer, one of the best known Hungarian brands, originates from the region.



DUNAKANYAR SMART POINT

Opening	18 December 2013
Address	Municipality of Szentendre Városház square 3. H-2000 Szentendre Magyarország
Contact details / Phone	Phone: +36 30 386 6356 E-mail: dunakanyarsmartpont@europe.com E-mail: nagy.daniel@bvk.hu
Head of the SMART point	Dániel Nagy
Legal form	—
Number of employees	1
Number of trainers	5
Aims of the SMART point	To propagate the innovative and transformative business approach and the entrepreneurial culture in the secondary and vocational schools
Target group	The graduating youth in the secondary and vocational schools
Offered products / services	<ul style="list-style-type: none"> • Role models • Professional and motivational workshops • SMART business planning training for the students
Why the region needs the SMART point	We provide entrepreneurship and innovation education to students which is not part of their regular curriculum even though many of the students graduating from vocational schools plan to start their own business.
Partners	PP9 Budapest Enterprise Agency PP10 BKF University of Applied Sciences
Website	www.iesmart.hu

MILESTONES DUNAKANYAR SMART POINT



ACTIVITIES

promotions / events:	3
lectures / training:	6
counselling:	2
further activities:	–



18.12.2013 Opening Conference

At the official opening event of Dunakanyar SMART point presentations informed the participants and the press representatives about the future activities of the SMART point and the opportunities of entrepreneurs in the region.



16.01.2014

i.e. SMART Dunakanyar Conference

The first event of Dunakanyar SMART point in Szentendre was a conference in January 2014. The main themes were entrepreneurial life, developing start-ups, i.e. SMART practice, sustainable business and value creation in business.

05.03.2014

i.e. SMART Conference in Esztergom

The event was organised in order to gather and transfer the experiences of the regional leading companies and territorial development plans (infrastructure included) towards the young entrepreneurs starting a business in the Dunakanyar. Main topics of the conference were: financing opportunities and SME Strategy 2014–2020, sustainable entrepreneurship and management competences, infrastructural development in the region, Hungarian Suzuki Zrt. and its network of suppliers, introduction of the Hungarian Bus Cluster.



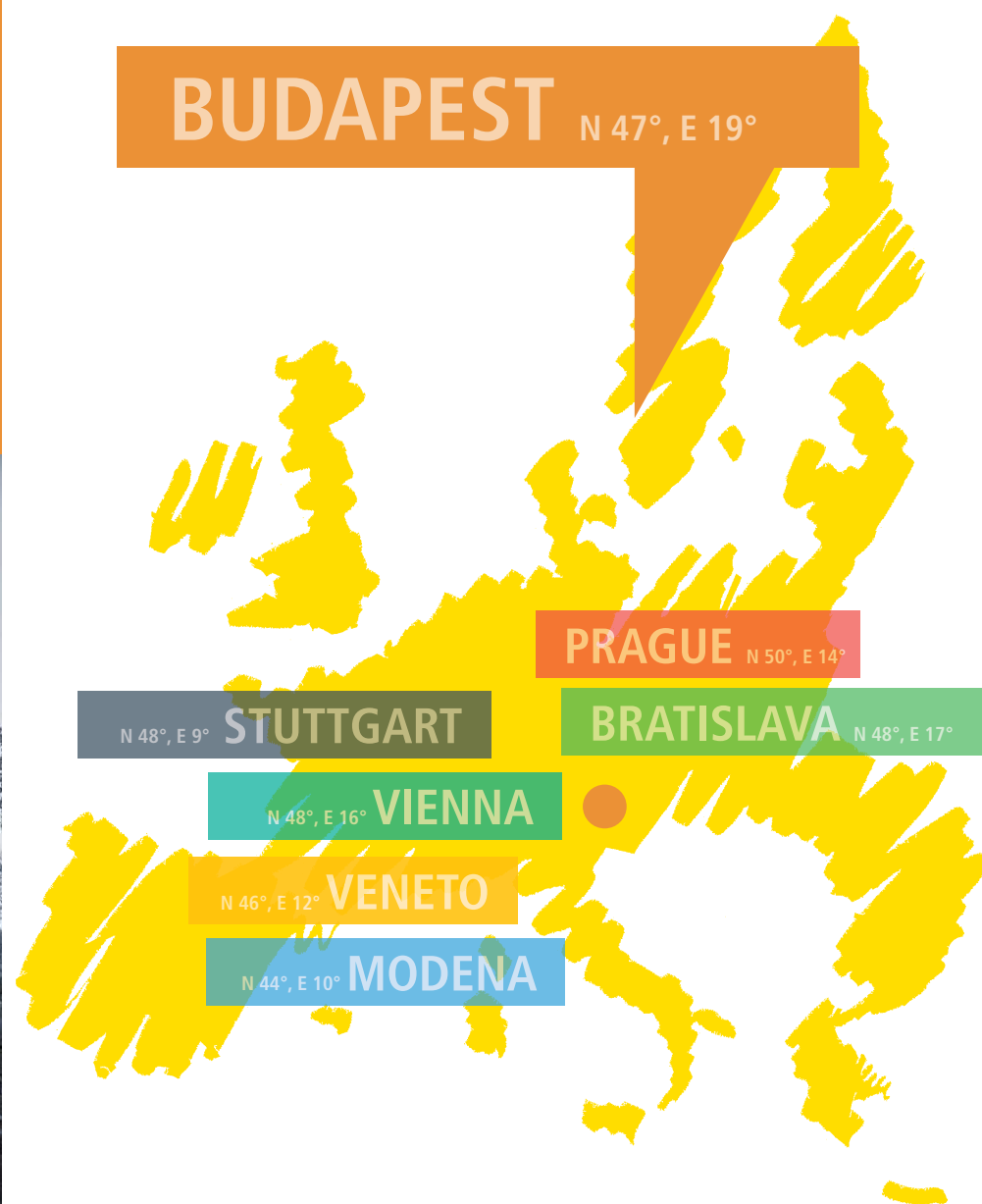
19.02.2014–09.04.2014 From generating ideas to feasible business plans training programme

A special training programme designed for the graduating emerging entrepreneurs was organised for participants who made their first right-brain business plans step by step. First the 17–19-year-old students met role models – young and successful entrepreneurs – then idea generation and thematic professional workshops guided them through a two-day business planning training.



Facts about Budapest

- Inhabitants: 1,735,711
- Area: 525 km²
- Country: Hungary
- www.budapest.hu



Economic/main branches

Budapest is also the education centre of the region, offering a large, highly qualified, young workforce for the market. The city has become known worldwide as one of the best and most friendly cultural and touristic destinations. Consequently, many young people move here from the countryside and from abroad to study, work and live for a shorter or longer period as well. This means their new ideas and the new ways of thinking establish a huge potential for a flourishing start-

up and young entrepreneurial business life in Budapest. The central geographic location of this multicultural city with a skilled multilingual workforce magnetise many companies and service centres to work with these SMEs. That is the reason why the most prominent higher education institutions are closely cooperating with the business development organisations and support the new entrepreneurs.



BKF BUDAPEST SMART POINT

Opening	17 September 2013
Address	Nagy Lajos király útja 1-9. H-1148 Budapest Magyarország
Contact details / Phone	E-mail: mtorok@bkf.hu
Head of the SMART point	Marianna Török
Legal form	legally not independent
Number of employees	1
Number of trainers	4
Aims of the SMART point	Introduce the start-up thinking and culture, strengthen the start-up activities
Target group	BKF students, alumni members who plan to start up a business
Offered products / services	<ul style="list-style-type: none"> • Lecture and discussion series with start-uppers and entrepreneurs • Presentation • Communication • Business planning • Project management training • Partly integrated in the curricula competitions • Business consulting and coaching services • Library with relevant literature
Why the region needs the SMART point	Students and young graduates have a lot of good business ideas but limited information and skills in starting a business. This way new companies and new jobs can be established. The BKF SMART point is unique as it is integrated to an education institution, especially to the entrepreneurship specialisation with its services.
Partner	PP10 BKF University of Applied Sciences
Website	www.bkf.hu/iesmart

MILESTONES BKF BUDAPEST SMART POINT

ACTIVITIES

promotions / events: 10

lectures / training: 28

counselling: 22

further activities: 8



Since 17 September 2013, ongoing BKF SMART point event series started

BKF has started a series of interactive, very popular events focusing on start-up best practices and failure experiences. The invited guests – typically our previous students – are start-up owners and managers representing various business segments, experts, business angels, etc. After a brief introduction and a moderated round-table discussion, students can directly put their questions and initiate debates. Involved topics have been for example:

1. “A good idea is not enough” – How to build a start-up?
2. Adventures of a guerrilla event organiser
3. Fashion marketing, fashion PR
4. How to get money for your idea?

Since spring 2014 BKF Start-up programme

Through scholarships, development training and experts, BKF supports the implementation of projects or ideas of students that create value, are feasible from business points of view and useful for society or BKF. Scholarships will be announced annually which can be used as seed money for starting a business.



3–4 February 2014 EBMC Business Simulation Competition BKF Budapest round

In cooperation with the Stuttgart Media University, BKF organised the local round of the EBMC competition in business management with high student participation.

30 April 2014

Career Network Day '14

A new, excellent possibility at the BKF for making students acquainted with the world of work, meet successful entrepreneurs and – last but not least – get their dream jobs. The meetings offer professional presentations, round-table discussions and direct networking for the participants.



Other activities: Education and counselling

BKF included many i.e. SMART methodologies into the business undergraduate and graduate courses, e.g. business development, business planning, project management, management and organisation, project proposal writing for EU funds, e-business projects.

e-business talent lab at BKF

In the talent lab, teachers are working together with the selected students of the e-business management specialisation to form a real start-up firm. The goal of this lab is to elaborate real business models, complex business plans based on the students' ideas with the help of tutors and external experts. The best plans should be ready to find financing and start the business in practice. During the regular meetings of the lab, brainstorming and common thinking occasions are held, business plans under shaping are evaluated and interesting lecturers from the market are invited to fertilise the students' ways of thinking about starting a real business.



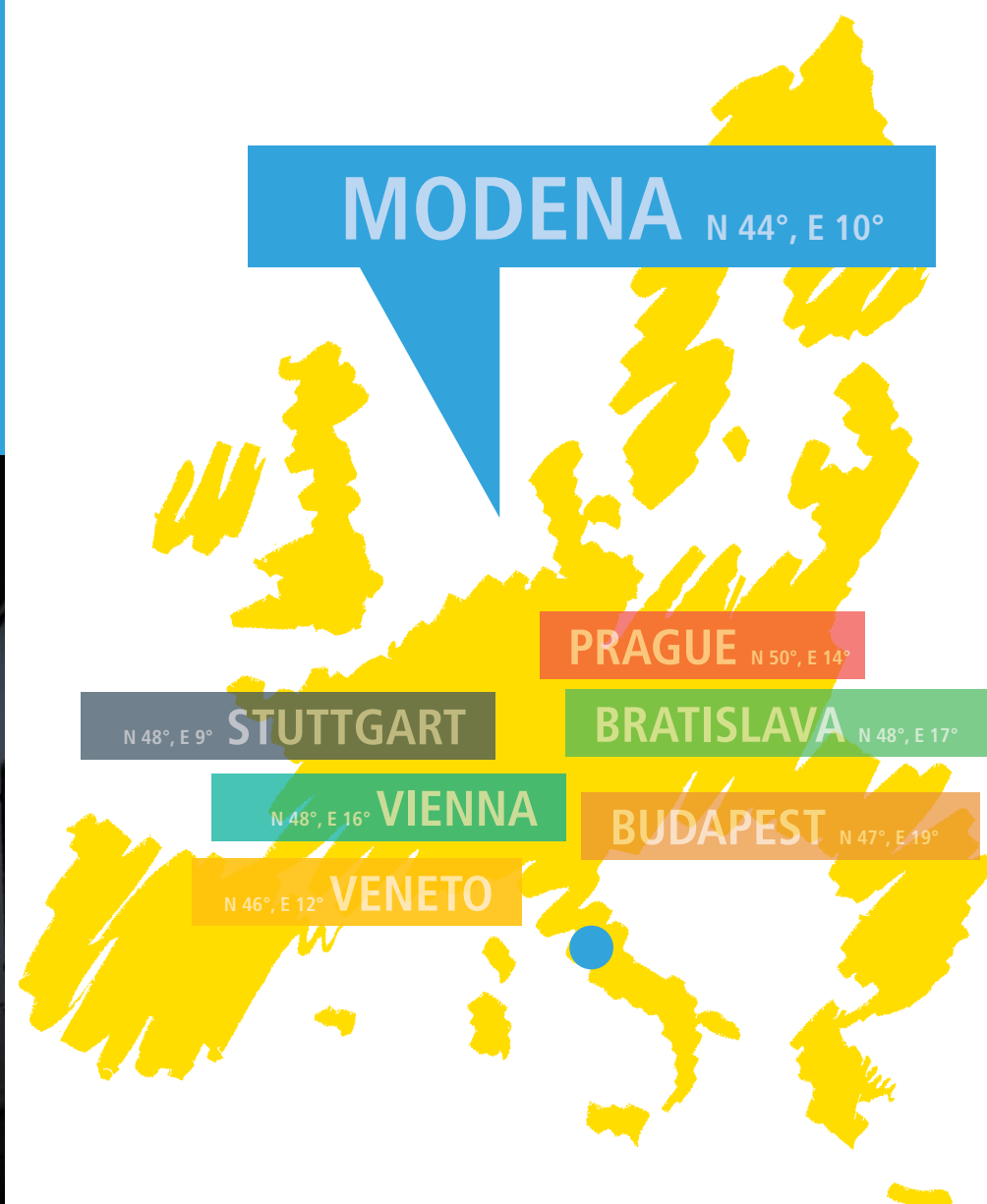


Facts about Modena

- Inhabitants: 179,353
- Area: 182 km²
- Country: Italy
- www.comune.modena.it

Economic/main branches

Manufacturing, trade and service business: agriculture and farming are the other important sectors of Modena's local economy. Further: machinery, including farm machinery and earth-moving equipment, automated industrial equipment, geared motors, precision components, pumps and valves. Industries for ceramic, cement, leather and food industries as well as machine construction and car manufacturing (Maserati).



MODENA SMART POINT

Opening	May 2013
Address	Strada Attiraglio, 7 41122 Modena Italia
Contact details / Phone	Phone: +39 059 3167611 E-mail: r.cariani@formodena.it
Head of the SMART point	Riccardo Cariani
Legal form	Internal office
Number of employees	2
Number of trainers	4
Aims of the SMART point	Integrating Modena service offer for business start-ups into the framework of regional / local programmes
Target group	Aspiring entrepreneurs aged 18–35 (not necessarily school / university students)
Offered products / services	<ul style="list-style-type: none"> • Lectures / training on business plan and management, design thinking and idea generation and internationalisation • Lectures and training in cooperation with UniMoRe (University of Modena and Reggio Emilia) and local secondary schools • Counselling on business planning and support to business start-up for aspiring entrepreneurs • Cooperation with other local / regional actions promoting business planning and start-ups
Why the region needs the SMART point	The Modena district already has several public opportunities (initiatives / programmes) providing free services to start-ups (and even grants) but the SMART point represents a very unique initiative with an "international" dimension benefiting from the strength of the SMART network
Partner	PP4 Formodena
Website	http://smart.dke.univie.ac.at/web/guest/smart-point-modena#/1

MILESTONES MODENA SMART POINT

ACTIVITIES

promotions / events:	3
lectures / training:	6
counselling:	5
further activities:	2



22.05.2013

Opening of SMART point Modena

Some 25 participants being both new and aspiring entrepreneurs joined the opening workshop centred on a first pitching session for the sharing of business projects, ideas and current opportunities. The SMART point trainers as well as external experts were invited to facilitate the event.



SMART training

Several training sessions and workshops have been run in the field of business planning and start-up both at the Modena SMART point premises and at the University of Modena and Reggio Emilia. Specific subjects have been considered such as the presentation of the Business Model Canvas®, relevant legal issues in business start-ups, economic and financial planning of the future business venture, and design thinking for business start-ups and innovation.



SMART counselling

Following Formodena's experience in running actions to support business start-ups the SMART point trainers and experts have driven the SMART competition participants along the path of better settling their business idea, detecting its concrete potential and thus drawing an accurate picture of their penetration and competition in the market. Four ideas (the most concrete and mature ones) were then selected to participate in the SMART campus. Partners of the SMART point were the INTRAPRENDERE network gathering the most relevant local business associations, the University and start-up centres.



20–23.05.2014

SMART transnational competition and SMART campus

The SMART competition was designed to challenge young people across the seven i.e. SMART regions to generate the most creative and original business ideas in the areas of Green Economy, ICT and Creative Industries. The winners attended the SMART campus at the SMART point Bratislava from 20–23 May 2014. There, participants received special training from external international experts and also had the opportunity to pitch their business idea to potential investors. Modena took part with four business ideas at different stages of maturity.





Facts about Prague

- Inhabitants: 1,243,201
- Area: 496 km²
- Country: Czech Republic
- www.praha14.cz

Economic/main branches

The city of Prague has a well-diversified, highly industrial economy: manufacturing industry, food industry, electrical appliances, optical appliances, polygraphic industry. Metal processing, mechanical engineering, chemical and pharmaceutical industry, building materials, car manufacturing.



PRAGUE SMART POINT

Opening	March 2013	
Address	Opletalova 929/22 Prague Ceská republika	Bratri Vencliku 1072, Prague Ceská republika
Contact details / Phone	Phone: +420 222 368 622 E-mail: hodbodova@inovacentrum.cvut.cz	Phone: +420 601 553 293 E-mail: pokornaprague@gmail.com
Head of the SMART point	Jana Hodbodová / Michaela Pokorná	
Legal form	—	
Number of employees	9	
Number of trainers	6	
Aims of the SMART point	To support emerging entrepreneurs: <ul style="list-style-type: none"> • In areas of basic legal and accounting advice (Prague 14 competence) • In areas of more sophisticated consultancy such as business idea development, business planning, customer and investor search, networking (Inovacentre competence) 	
Target group	University students and older (20–34)	
Offered products / services	<ul style="list-style-type: none"> • Basic legal and accounting advice directly from municipal officers • Infrastructure (office space, internet connection, etc.) • Lectures • Networking events (cooperation with University of New York in Prague) • Support from various experts and mentors: consulting, coaching, networking 	
Why the region needs the SMART point	The Prague region has various supporting elements for emerging entrepreneurs (university support, incubators, start-up events). However, not many of them provide services in a systematic and stable way. SMART point Prague aims to provide continuous support for the entrepreneurs with unique cooperation between university and municipality.	
Partners	PP11 Metropolitan District Prague 14 PP12 Czech Technical University in Prague	
Websites	http://smart.dke.univie.ac.at/web/guest/smart-point-praha http://smart.dke.univie.ac.at/web/guest/smart-point-praha-inovajet	

MILESTONES PRAGUE SMART POINT

14.3.2013 SMART point opened

SMART point Prague begun its operation on 14 March 2013. One of the interesting features is that it has two physical locations, situated in different parts of Prague. One focuses on the basic accounting and law consultancy and the other one provides more sophisticated support such as business development, networking and similar services.



10.2 – 14.3.2014 SMART challenge

SMART point Prague cooperated with UNYP (University of New York in Prague) and launched a five-week development programme to support emerging entrepreneurs: the SMART challenge. It consisted of a mixture of workshops and consultancy services. Emerging entrepreneurs taking part in the challenge have improved their business plans and had a chance to test their presentation skills in front of a jury and audience.



20.11.2013 Go Global

SMART point Prague cooperated in the organisation of the major Prague conference Go Global, focusing on emerging entrepreneurs. Among many others, partners involved in the conference were Ernst & Young, Microsoft and IBM.



18.12.2013 SMART competition

SMART competition, a day-long event organised by SMART point Prague, enabled prospective entrepreneurs to present their ideas in front of investors. The competition took place on 18 December 2013 and managed to attract ten business ideas that have been developed further.

ACTIVITIES

promotions / events:	3
lectures / training:	6
counselling:	2
further activities:	–



Facts about Stuttgart

- Inhabitants: about 600,000
- Area: 207 km²
- Country: Germany
- www.stuttgart.de

Economic/main branches

High-tech industries, service sector, creative and cultural industries, competencies in the fields of mobility, aerospace, mechanical engineering, financial services, IT, media, health and tourism.

Stuttgart's innovative excellence is reflected in a number of research fields, new green technologies especially, development of new materials,

sustainable environmental and energy technologies, IT and communication. Well-known companies include Bosch, Mercedes-Benz and Porsche.



STUTT GART SMART POINT

Opening	7 June 2013
Address	Hochschule der Medien Nobelstrasse 10 70569 Stuttgart Deutschland
Contact details / Phone	Phone: +49 711 8923 2118 E-mail: roesch@hdm-stuttgart.de
Head of the SMART point	Dr Hartmut Rösch
Legal form	—
Number of employees	4
Number of trainers	6
Aims of the SMART point	The aim of the SMART point is to foster sustainable innovation in both the communication technologies and the green economies in the region of Stuttgart. Through multidisciplinary training, simulations and events the SMART point supports young companies and encourages the entrepreneurial thinking of students and graduates of several universities in Stuttgart.
Target group	Students in the media, IT and green technology sectors who plan to start up a business
Offered products / services	<ul style="list-style-type: none"> • Lectures: Winter School for Start-ups, Summer School for Business Succession, international entrepreneurship, idea workshop • Counselling cooperation activities: EBMC competition, Master of Innovative Entrepreneurship, start-up weekend, elevator pitch competition BaWü, games day, start-up administration software (KIT) • Events for start-ups
Why the region needs the SMART point	More companies, more jobs, more entrepreneurship expertise, training and seminars
Partners	PP5 City of Stuttgart PP6 Stuttgart Media University
Website	www.hdm-stuttgart.de/startupcenter/projekte/iesmart

MILESTONES STUTTGART SMART POINT

ACTIVITIES

promotions / events:	7
lectures / training:	12
counselling:	80
further activities:	9



07.06.2013

1st Generation Media Start-up

Around 80 participants joined the workshops in Stuttgart's town hall. Some 120 young entrepreneurs, start-ups and students visited the "Market of Possibilities" and further lectures and all the participants used this networking forum to meet interesting people and business partners.



15–26.09.2014 Summer School for Business Succession

Twenty-six students, aspiring entrepreneurs, participated in the lectures and training sessions.



27.06.2014

2nd Generation Media Start-up: "Your business in the fast lane"

This is the second time that this i.e. SMART event took place, in cooperation with Stuttgart Media University, the Ministry of Finance and Economy Baden-Württemberg, and the Business Development Department of the City of Stuttgart. Around 160 students and start-ups as well as young entrepreneurs were invited to join the events in the House of Economy, Stuttgart with best-practice lectures, expert contributions and creative idea workshops for start-ups and individual counselling.



26–28.02.2014

5th Final of the European Business Masters Cup

In the context of the European Business Masters Cup (EBMC), students from all over Europe learned how to successfully run a virtual business. The final of the competition took place on 27–28 February in Stuttgart's town hall.



10–21.03.2014

Winter School for Start-ups

Twenty-five students, aspiring entrepreneurs, participated in the lectures and training sessions.





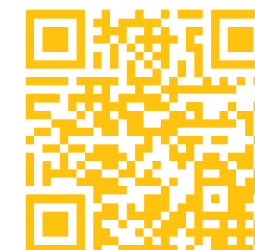
Facts about Veneto

- Inhabitants: 4,900,000
- Area: 18,391 km²
- Country: Italy
- www.regione.veneto.it

Economic/main branches

The regional industry is especially made of small and medium-sized businesses, which are active in several sectors: food products, wood and furniture, leather and footwear, textiles and clothing, gold jewellery, but also chemistry, metal mechanics and electronics. Veneto is also

characterised by industrial districts: small areas which tend to specialise in a specific sector or product: glasses in the Dolomites, Prosecco wine in the Treviso area and Murano glass handicraft in Venice. Tourism is one of the main economic resources of Veneto, too.



VENETO SMART POINT

Opening	2 October 2013
Address	Via Torino 151 / c, 30172 Mestre (VE) Italia
Contact details / Phone	Region of Veneto, Labour Section Director Pier Angelo Turri Phone: +39 041 279 5189 E-mail: iesmart@regione.veneto.it
Head of the SMART point	Director Pier Angelo Turri
Legal form	—
Number of employees	1
Number of trainers	3
Aims of the SMART point	<ul style="list-style-type: none"> • Development and implementation of a management structure that will deliver a new transformative business approach to innovation and entrepreneurship in three different economic sectors: Creative Industries, Green Economy and ICT • Building up a sort of institutional reference point for all those actors (final beneficiaries and start-ups services) interested in getting and delivering information and tools to promote entrepreneurship • Capitalisation and valorisation of the pilot project experience (i.e. SMART) by transferring the acquired learning and competences towards the future public policies for labour and entrepreneurship
Target group	Young people (18–35 years old) who plan to start up a business. Special attention and support to innovative ideas in one of the three booming sectors Creative Industry, Green Energy and ICT.
Offered products / services	<ul style="list-style-type: none"> • Information on entrepreneurship • Advice, tips, practical instruction • Labs on business idea creation • Network of regional services (public and private) • Business idea competition (i.e. SMART) • Contacts with companies
Why the region needs the SMART point	<ul style="list-style-type: none"> • The SMART point helps the development of new businesses by young people • It is a model to give support and assistance to the launch of businesses and can become a general service • It contributes to gather information about new businesses and so it improves regional knowledge about entrepreneurship
Partner	PP3 Region of Veneto, Directorate of Labour
Website	www.regione.veneto.it/web/lavoro/iesmart

MILESTONES VENETO SMART POINT

ACTIVITIES

promotions / events: 7

lectures / training: 5

counselling: 4

further activities: 15

11.12.2013

**i.e. SMART Creative Entrepreneurship Lab I
"Who is an Entrepreneur?
The Entrepreneur's Characteristics"**

Location: SMART point Veneto,
Via Torino 151/c, Venice Mestre (at Confindustria Veneto Siav SpA)

During the first creative lab the trainers addressed the participants via three different activities:

1. Team-building and ice-breaking activity
2. Creative representation of the entrepreneurial idea (through the use of images taken from magazines)
3. Discovering the characteristics of the entrepreneur (characteristics, skills and competences)

The video "The 10 Myths of Entrepreneurship" was watched and analysed.

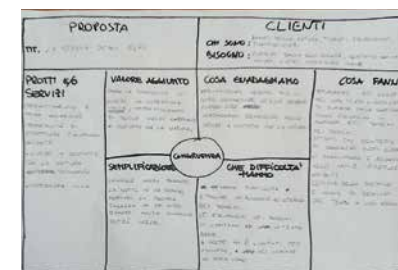


18.12.2013

i.e. SMART Creative Entrepreneurship Lab II "The Characteristics of an Entrepreneurial Idea"

Location: SMART point Veneto

The lab focused on what makes a business idea good and successful and on the use of the Business Model Canvas® to develop and describe it.



24.01.2014

**i.e. SMART Creative Entrepreneurship Lab III
"Significant Witnesses on Booming Sectors"**

Location: SMART point Veneto

The third lab pivoted around the figures of three young, innovative and dynamic enterprises – Solwa Srl, Arianna Spa and MR Energy Systems Srl. They took part in the lab in order to tell their stories and experience to convey helpful teaching and key suggestions to the SMART competitors.





Facts about Vienna

- Inhabitants: 1,766,746
- Area: 415 km²
- Country: Austria
- www.wien.gv.at
www.viennaregion.at

Economic/main branches

Quality of life, innovative spirit, economic performance and cultural diversity ... these are the most important keywords of Vienna, in the heart of Europe.

Leading industries include the manufacture of machinery (automotive hub), electrical products, chemicals and metal products. In the Vienna area oil processing, cement works and brickmaking are important as well. Special Viennese products are silk, velvet, linen, ceramics,

jewellery, scientific and musical instruments, watches, cutlery, leather goods, furniture, paper and carpets. The service industries include banking, education and tourism, as well as life sciences, renewable energy, creative industries, information and communication technologies.

Famous products include "Wiener Schnitzel", Viennese sausages, Sachertorte, Manner wafers and Viennese cafés.



VIENNA SMART POINT

Opening	25 March 2014
Address	Christian University College of Teacher Education (Kirchliche Pädagogische Hochschule – KPH) Stephansplatz 3, A-1010 Vienna Österreich
Contact details / Phone	Phone: + 43 1 52525 77083 E-mail: judit.makkos-kaldi@ssr-wien.gv.at
Head of the SMART point	Johannes Lindner
Legal form	Contractual educational cooperation
Number of employees	–
Number of trainers	11
Aims of the SMART point	The SMART point Vienna is actively reaching out to teachers and students among secondary schools across the city to participate in the SMART point Vienna programme. The centre sees its role as a lighthouse in the area of entrepreneurship education to provide both teachers and students with a variety of resources and tools needed to create, plan and implement a new business idea. The SMART point Vienna aims to develop empathy and inspire young people to become the next generation of Austria's entrepreneurs. In order to achieve this, well-respected, successful entrepreneurs from the Viennese community are invited every month to speak about a topic related to one of the thematic units from the SMART scope and Sequence Curriculum. On the one hand, the SMART point Vienna has instituted a programme of ongoing professional development in order to introduce entrepreneurship education into all school types in Vienna from primary all the way through to upper secondary. On the other hand, an extensive series of training workshops for students – "Starte Dein Projekt" (Start Your Project) – has been implemented. In addition, the SMART point offers a monthly SMART brunch which invites successful, inspirational, young entrepreneurs from the Viennese community to come and tell their success stories to students.
Target group	Viennese school students, age 14–19, all types of schools
Offered products / services	<ul style="list-style-type: none"> • Teacher training • SMART brunches • Library on entrepreneurship education • Entrepreneurship consultancy
Why the region needs the SMART point	More start-ups, more SMEs, more entrepreneurship expertise, training and workshops are needed in the region.
Partners	Lead Partner European Office, Vienna Board of Education PP2 University of Vienna, Research Group Knowledge Engineering
Website	http://smart.dke.univie.ac.at/web/guest/smart-point-vienna

MILESTONES SMART POINT VIENNA

25.03.2014

Official Opening of the SMART point Vienna

About 170 participants joined the Opening Ceremony of the SMART point Vienna in spring 2014. Dedicated to spearheading entrepreneurship education, SMART point Vienna invited students, teachers, entrepreneurs, external experts and decision-makers to the event. Viennese educators were accompanied by teachers, university professors and officials from each of the seven project regions.



Since January 2014 – ongoing SMART brunches

The SMART brunch is an ideal enrichment opportunity for secondary school students and for educators to enhance entrepreneurship instruction in the classroom. All SMART brunch guest speakers have had experience speaking to secondary school students and their businesses represent one of the three sectors: Creative Industries, ICT and Green Economy.



20–23.05.2014

SMART transnational Competition and SMART campus

The SMART competition was designed to challenge young people across the seven i.e. SMART regions to generate the most creative and original business ideas in the areas of Green Economy, ICT and Creative Industries. Five winners were selected from the Vienna region to attend the SMART campus at the SMART point Bratislava from 20–23 May 2014. There,

participants received special training from external international experts and also had the opportunity to pitch their business ideas to potential investors. The final day of the SMART campus was held at the historical old market building in Bratislava. During the entire day, all 35 projects 'pitched' their business ideas on stage to a select international jury, as well as to business angels sitting in the audience. The event was open to the public, and was a great enrichment opportunity for young people to witness entrepreneurship in action.



Since January 2014 – ongoing

Teacher training – ongoing professional development

The curriculum of teacher training consists of five thematic units, each with clear learning objectives, assessment and suggested materials to be used in the classroom. Each professional development workshop focuses on one of the five units. This gives teachers the flexibility, based on their school type, to choose which aspect of the curriculum would best meet the needs of their students.

ACTIVITIES

promotions/events: 3

lectures/training: 13

counselling: 4

further activities: 6

THE SMART NETWORK CONCEPT

Based on the establishment of the SMART points in each partner region, a transnational management structure called the SMART network has been formed. The emphasis of the network is on 'implementation', where the innovative characteristics of the regional SMART points are being transferred to a transnational level where regional knowledge is created and translated into new products.

In this sense the SMART network has to be seen as a **transnational joint management** to establish cooperation between the regional SMART points of the project regions (Bratislava, Budapest, Modena, Prague, Stuttgart, Veneto and Vienna) with the following basic functions:

- To encourage and support the transnational transfer and synergy of excellent business ideas in Green Economy, ICT and Creative Industries
- To organise transnational training and innovation/entrepreneurship research (i.e. SMART research) in other PP regions for SMART points' staff and emerging entrepreneurs
- To supply the transnational knowledge management tool **SMART site** (ICMS) with the latest information
- To provide networking opportunities for SMART trainers, regional experts, consultants and mentors aiming at supporting and bringing together entrepreneurs from the transnational arena.

The SMART network operations and functions

To enable the SMART network to effectively present the proper 'environment'

of each single SMART point so that it can be conceived as a real laboratory for the facilitation of the genesis of (innovative) ideas, some basic operations and functions have been agreed upon by the project partners:

- Each single SMART point has defined a contact/responsible person to ensure the continuous connection to the network
- Seven inboxes with the suffix **@ie-smart.eu** (one for each region) have been activated to provide each SMART point with a formal and direct contact (see the SMART points contact list for details)
- All the SMART points have started to use the i.e. SMART social media tools (Facebook and Twitter) to attract emerging entrepreneurs
- All the SMART points have started to use multimedia social networking tools (such as Skype, Google Hangouts, etc.) for a more effective connection with the network
- The SMART site is serving as a 'virtual SMART point' as a common online environment and a basic tool for the network. It has started by supporting the

interaction with and between trainers and peers via the online portal.

Thanks to the **web** and its potential and by exploiting the network, each SMART point has to become an opportunity to virtually fly around the world to gain ideas and experiences (in line with the 'open door' philosophy as already explained). At the same time, the SMART network will represent a concrete opportunity for allowing business ideas (already from the start-up phase) and business projects (also coming from already mature and consolidated businesses) to be shared among the seven partner regions in order to find possible synergies and concrete joint operations.

During the first 12 months of its lifetime the SMART network has been responsible for the following activities (amongst others) to build and strengthen the network itself:

- Set-up and implementation of the **SMART site** (<http://smart.dke.univie.ac.at/web>)
- Organisation and running of the 1st and 2nd **SMART trainers workshops** in Budapest (HU) and Prague (CZ)



- Organisation and running of i.e. **SMART research visits** to other PP regions to start sharing experiences on business generation and start-ups' local/regional actions: first involving Vienna, Veneto and Modena in Venice (Jan 2014), second involving Stuttgart and Budapest in Stuttgart (Jan 2014), third involving Bratislava and Prague in Bratislava (May 2014) and fourth involving Stuttgart and Bratislava in Stuttgart (July 2014)
- Organisation and running of the **SMART campus in Bratislava** (19–23 May 2014) as a final step of the SMART competition regionally prepared by each single SMART point
- Definition and implementation of the **SMART plan concept**.

The SMART network in the future

The project aims at sustainability, meaning that after project lifetime when the i.e. SMART concept has been incorporated into regional/national development plans, the partner regions will continue to run the SMART network from regional/national funding. Therefore during project implementation the SMART network **management structure** has been easily defined with the Management Board being represented by the project Steering Committee and each SMART point has formed its own Operational Board (in line with the project output called Network Planning Workshops). All project-related tools and resources have been displayed to support each single SMART point action and the whole network operation.

During project lifetime all the project partners have entered into formal negotiations with local shareholders, leading to the definition of a **Memorandum of Agreement** shared and agreed between the partners to ensure the sustainability of this project's core output: the agreement comes into effect on 1 January 2015 and will last indefinitely or until a partner indicates that they can no longer be part of the Agreement. The Memorandum defines a list of basic rights and duties among the parties to ensure a basic operational profile for the network. At the same time, it allows each partner the freedom to adopt a tailor-made local strategy to ensure a more 'visible' and strong future sustainability of its SMART point, deciding, for instance, on the inclusion of local incubators, municipal offices, universities, NGOs and so on.



trainers (regional and national) in the so-called 'SMART snowball effect'. The SMART trainers are then responsible for implementing similar programmes related to innovation and entrepreneurship in their own regions.

The SMART training concept offers the basis for the Train the SMART trainers programme. Its creation, realisation and feedback evaluation are described below.

Creation

At the beginning of project implementation, the partnership had to decide upon the overall structure and approach to the Train the SMART trainers programme. The basic elements were already included in the approved application form – 2 x 4 days of training with around 35 participants from the seven i.e. SMART regions, focusing on innovation and entrepreneurship themes and topics, which the trainers can use in their own regions and organisations. The partnership also had some supporting resources available – the regional SMART points and the SMART site (online web portal), which could help in the process. Based on existing methodologies, best practice

and input from various experts, the partnership itself specified the goals and aims of the programme. It divided the process from the generation of the idea to the consolidation (and even growth) of the business idea into five conceptual phases.

Since the project and the majority of partners focused on the initial phases of this process, the first three phases played the major role in the further programme creation and realisation. The main target group for the work of the SMART trainers was comprised of young people from 14 to 30, who were planning to become entrepreneurs. Content-wise, the partnership decided to involve external expert companies to help with the programme agenda and the facilitation of its set-up. Therefore the partnership involved the services of a leading European institution in the area of innovation and entrepreneurship (IBC Innovationsfabrikken, Kolding, Denmark). In order to finalise the methodology and content of the Train the SMART trainers programme a workshop was held in Kolding from 14–15 February 2013. This approach was very helpful and positively evaluated.

THE SMART TRAINING CONCEPT

Planning – Project i.e. SMART

One of the ways of fostering innovation and entrepreneurship among young people is through its systematic implementation in the learning process. The project i.e. SMART has adopted this approach from the outset through the structure of the selected project partnership (a combination of educational and municipal organisations) and through the fact that learning and training represents the main backbone of the whole project.

The starting point for the spreading of innovation and entrepreneurship training is carried out by the so-called SMART trainers, who were trained in the "Train the SMART trainers" programme. This programme is carried out in transnational training modules led by international experts in the area of entrepreneurial training with a focus on the right-brain approach. Its added value is that these trainers will continue to train other





Realisation

The first Train the SMART trainers training module took place in Budapest (HU) on 13–17 May 2013. Trainers from all the partner regions had the opportunity to meet for the first time face to face and create an international environment working on topics such as idea generation, role of the trainer in the process of entrepreneurial support, and so on. The second module took place in Prague (CZ) on 24–27 September 2013 with an introductory teambuilding activity the day before. Trainers were working on topics such as design thinking, trend research, storytelling, business growth and facilitation. Both of the modules were led by a team of international experts. Most of the time the trainers were divided into smaller groups and worked on specific tasks or attended

different workshops (due to capacity limitations, there were two workshops running simultaneously during the training sessions and the participants could choose which one to join).

Additional sources of information were provided by the SMART site, where the trainers could find supporting documentation and lectures from the training sessions. The transformative business approach to innovation and entrepreneurship comprises seven distinct phases, which have been used as a basis in the design and partition of the Trainer Toolbox. Thus users can find seven different topics: "Facilitation of SMART ideas", "Generation of Ideas", "Ideation and Development of Concepts", "Business

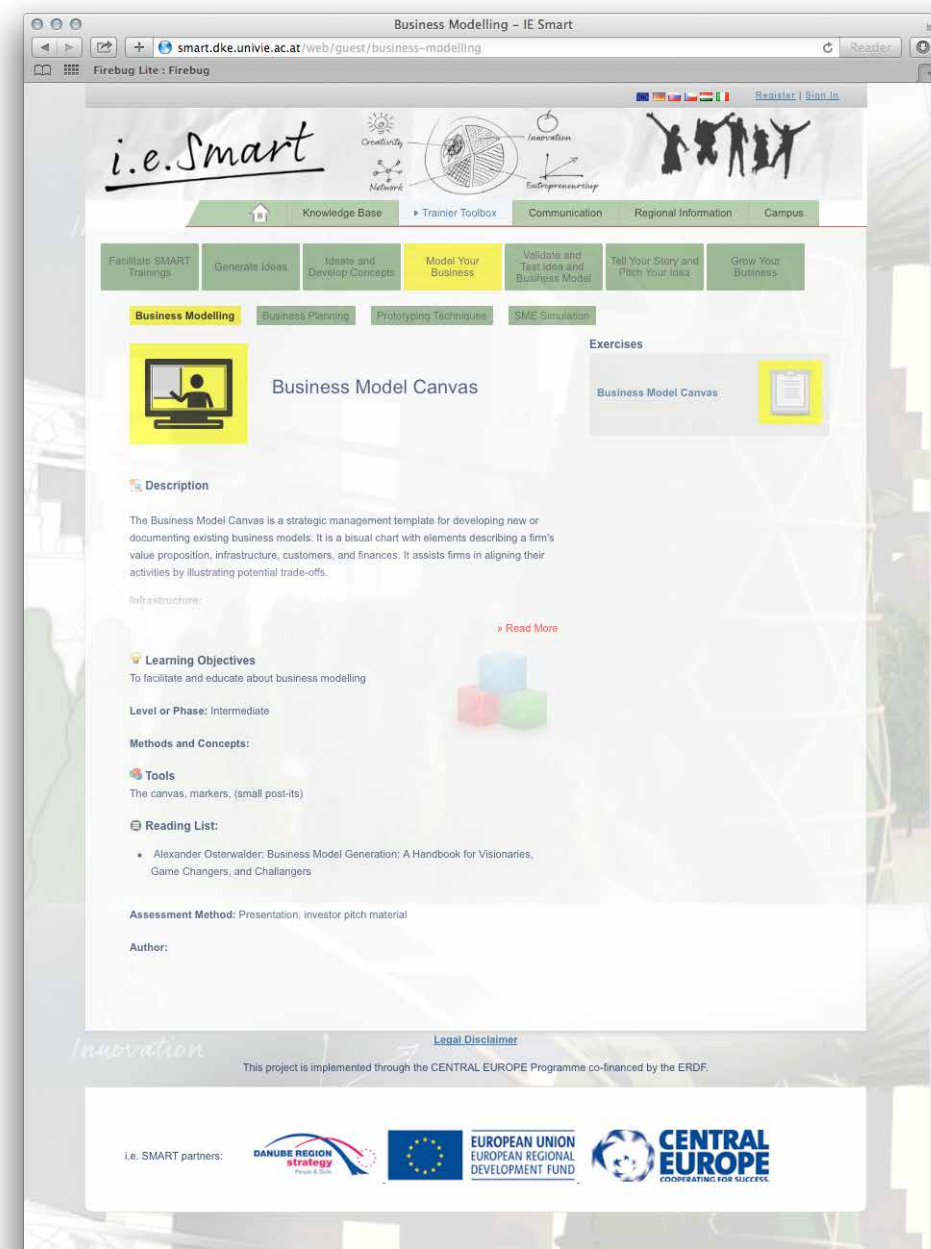
Modelling", "Validation and Testing of Ideas and Business Model", "Telling the Story and Pitching the Idea" and "Growing the Business".

Each of the main topics is further divided into sub-topics, which all have a similar structure. They contain one lecture describing the overall topic, the learning objectives to be achieved through the respective module and the level at which the learner is required to be in order to achieve the expected results. Additionally methods, concepts and tools suitable for the modules are provided as well as a reading list for those interested to go deeper in the topics. If feasible, adjacent exercises are provided with the lecture.

Feedback

Overall, the training was evaluated positively by the participants. Although the time allocated to the individual topics was limited, it was still possible to gain an overview of a relatively large number of topics, which could be focused on later. Socialising and networking among the trainers was an important aspect. Many of the trainers are still in touch with each other and share knowledge and experience to boost their expertise and provided services.

The SMART trainers have implemented the SMART training in their own regions. For instance, the Prague region set up a five-week-long training programme called the SMART challenge, partially derived from the SMART training programme. Stuttgart Media University has already implemented similar lectures into its curriculum and plans to set up a new Master's of Innovative Entrepreneurship degree. The Vienna region has managed to train over one hundred regional trainers, who will strengthen the spirit of innovation and entrepreneurship among young students in the region. The Italian partners from Modena have similar goals and have implemented the topics covered during the training into the operations of universities and chambers of commerce.



THE SMART CAMPUS CONCEPT

What is the SMART campus?

The SMART campus is a transnational training campus for regional business idea owners in the emerging sustainable economic sectors Creative Industries, Green Economy and ICT to create the unique integrated seedbed for entrepreneurship and innovation. The SMART campus concept aims to provide an effective tool to train emerging entrepreneurs in the right-brain approach in innovation and entrepreneurship, particularly in the emerging sustainable economic sectors. The Campus brings together regional business idea owners (emerging entrepreneurs) with their counterparts in other partner regions, as well as with existing entrepreneurs, advisers on EU legislation and financial legislation, and potential business stakeholders.

The Campus activities include coaching and training sessions provided by a selected group of business experts, entrepreneurs and investors, in order to advise the participants on their

business models and effective presentation to potential investors. Since implementation and training/learning by doing and early stage failure play a vital role in becoming a successful company, the Campus activities are arranged around practical hands-on working sessions.

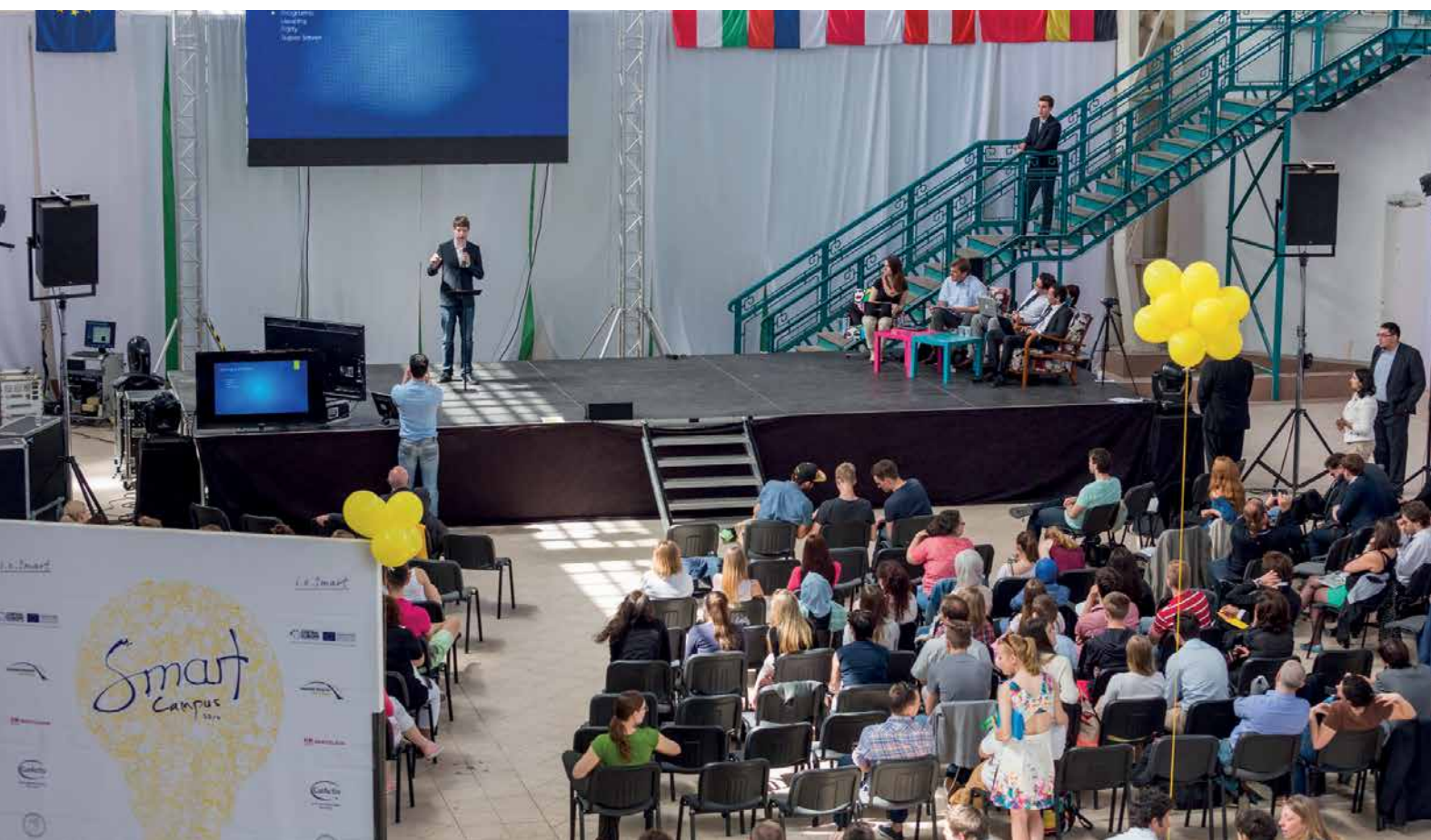
The events taking place during the working sessions should benefit all participants in developing and maturing their concepts. There can also be different parallel events to address different needs.

The venue for the event should be open, raw and spacious and designed as a festival with different stages, venues, meeting points, exhibitors and help desks. The camp form of accommodation is ideal as ICT, Green Technology and Creative Industry entrepreneurs and start-ups are situated together to achieve optimal opportunities for synergetic knowledge sharing, collaboration and maybe even

co-creation. Thus, the participants from the different specialised fields of operation should also live, eat and spend time together as much as possible.

In this full week of training activities, the emerging SMART entrepreneurs have the opportunity to:

- Present their ideas to potential business partners that operate in other regions, but in similar sectors
- Participate in additional training activities provided by international experts and their regional SMART trainers
- Pitch their business idea/plan before a jury composed of international experts and potential investors
- Improve and finalise their business idea/plan with the assistance of SMART trainers and international experts.



The project partner responsible for the professional content of the SMART campus was Budapest Enterprise Agency (PP9).

Transnational SMART campus 2014

The first transnational SMART campus was led by INOVA+, an internationally reputed company in the field of innovation and entrepreneurship, between 20 and 23 May 2014 in Bratislava and it was a full week of training activities for 37 young entrepreneurs, from the seven different regions of CENTRAL EUROPE – Vienna, Prague, Budapest, Veneto, Modena, Stuttgart and Bratislava.

Participants of the SMART campus

The participants of the transnational SMART campus were young entrepreneurs who won this opportunity through regional SMART competitions organised by SMART trainers at their SMART points to find the best five business ideas in the region in the three emerging sectors of Creative Industries, Green Economy and ICT. The owners of the five best business ideas per region attended the SMART campus. The regional juries during the evaluation of the applications took into account the creativity, uniqueness and innovative content of the business ideas and of course their feasibility.

One of the project partners, the Budapest Enterprise Agency, elaborated the competition in two rounds. In the first round 12 business ideas/plans were selected from the applicants and after a prepa-

ration period including training sessions and counselling the best five business ideas were chosen to go forward to the SMART campus.

In order to train and counsel more young entrepreneurs and let all applicants profit from the competition, Budapest Enterprise Agency organised thematic workshops, meet-ups and business club events that were accessible to all the candidates of the competition. The owners of the best 12 ideas were invited to a three-day business idea and business plan development training workshop, while the candidates not chosen were invited to a one-day training workshop on the same topic.

The efficiency of the Hungarian training structure together with the transnational Campus was demonstrated by the launch of the enterprise of one of the Hungarian candidates.

Activities of the SMART campus

During the four days of SMART campus Training activities, each emerging entrepreneur had the opportunity to present his/her business idea/plan to international experts and to improve their knowledge, skills and competences in specific fields regarding the presentation and negotiation with potential investors. The activities implemented during the SMART campus were:

PITCH SESSIONS – Pitch is a short summary used to quickly and simply define the

business idea/plan and its value proposition. It lasts approximately between 30 seconds and three minutes. On the first day of the Campus the SMART entrepreneurs presented their business idea/plan to other SMART entrepreneurs, regional SMART trainers and also to a number of international experts to have the real perception of the starting point of each business idea/plan.

On the last day of the event, after working on their business idea/plan for a week, the SMART entrepreneurs presented their ideas/plans to a public audience including international experts and potential investors. Ten finalists were selected whose presentations took place at the third pitch session in front of a jury panel made up of three potential investors. From this pitch session the jury selected the Business Idea Winner of the SMART campus Training week.

KEYNOTE SESSIONS – The keynote speech is a motivational speech with two distinctive objectives: a) set the overall tone and context of a certain event or moment; b) open the discussion or interaction between speakers and participants in the following wrap-up activities. The keynote sessions on the Campus were held by international experts in various topics and some of them were followed by wrap-up activities where the participants working in small groups were able to deepen their knowledge about the given topic.

ACTIVE METHODS – The active methods involve the participants in the development of the activities: participants learn by doing. This method was widely implemented in the SMART campus Training activities:

SMART wrap-up – SMART entrepreneurs participated in interactive sessions with the international experts and had the opportunity to discuss strategic questions and challenges, in order to improve their business idea/plan in a SMART, creative and innovative way and to incorporate all the knowledge shared during the keynote sessions in their businesses. Keynote speakers were responsible for the development of these activities.

SMART business Plan – During this activity, SMART entrepreneurs focused on the improvement of their business idea/plan, incorporating the learning outcomes from previous activities. For the development of this activity the coaching and support of the regional SMART trainers and the international experts was crucial. This activity occurred simultaneously with two others – SMART Xchange and SMART interactions – and all together they are identified as SMART work activity.

SMART interactions – During this activity, the SMART entrepreneurs interacted with experts, SMART trainers and other SMART entrepreneurs. This interaction was important for the development of the business idea/plan, to make business and also to practice some of the skills tackled during the SMART campus Training event.

Be SMART outside! – Outdoor activity for the promotion of team building, through the exploration of team dynamics and collaboration. This activity involved a competition between the SMART entrepreneurs and the final results had an impact on the scores of the SMART Xchange.

SMART team – This was a collaborative activity related to negotiation in order to demonstrate the importance of communication and negotiation skills in team performance and project success. SMART entrepreneurs interacted in small groups to solve specific problems/dilemmas and finally had the opportunity to simulate a situation of negotiations with potential business partners.

SMART work – In this activity, SMART entrepreneurs managed the available time to participate in three sub-activities: SMART Xchange, SMART business Plan and SMART interactions.

PLAYFUL METHODS – The playful method is defined by the use of games and fun activities in the development of knowledge, skills and competences by the trainees and it is based on the theory that people also learn by playing. It was included in the development of the SMART Xchange and the Be SMART outside! activities.

SMART Xchange – This was an ongoing activity, running throughout the four days of training and was supported by an online tool. The SMART Xchange provided a virtual stock exchange system, enabling the growth of new and better business ideas. The game brought together entrepreneurs working on their business models and market investors eager to find ideas that can be successful in the real world. The SMART Xchange was introduced on the first day of the SMART campus Training event and the SMART entrepreneurs had the opportunity to participate in this activity during the next three days of the week. At the end of the week the results of this activity led to the selection of the Most Valuable Business and the Most Valuable Investor.

Experiences of the SMART campus

According to the results of the evaluation questionnaires filled in by the participating emerging entrepreneurs, the SMART campus was clearly a success. The issues rated as more positive by the participants were the contribution to their personal development and growth, the improvement of their pitch/presentation skills, the methodologies used in the training activities and the venue of the event. Answers from the young entrepreneurs

showed that there is a huge demand for more personalised and one-to-one support; thus this area will be developed further during future campuses.

Future plans

The SMART campus 2014 was a pilot campus. Based on its success, the project partners decided to organise annual transnational campuses in the future as well as regional campuses according to

the possibilities of the regional project partners. The first national campus and competition will be held by the Budapest Enterprise Agency in the second half of 2014 and its award ceremony will be part of the first birthday party celebrations of the Budapest SMART point.



i.e. SMART – SUSTAINABILITY

WP6 had the task of establishing the finishing document for the i.e. SMART project as well as working out the actions for sustainability so that particularly the SMART points and the SMART network still exist after the end of the project.

Sustainability means “development which satisfies the needs of today’s generation without risking that the future generations will not be able to satisfy theirs”.¹ In this sense we understand sustainability in the way that we develop procedures which guarantee that also

future generations can use and profit from the acquired results even after the completion of the project.

As already stated in the previous chapters of the brochure, different outputs were developed in WP 2–5. The aim now is to save the key results in the long run. Different measures have been taken to sustain these results.

1. Institutionalisation of a curriculum at school/university

Semester modules and teaching units

have been established within the project. Two SMART points have been able to institutionalise these as a main part of their teaching outlines at university and school. The basis was contractual agreements.

SMART point Vienna

The SMART point Vienna has a specially designed SMART curriculum and accompanying teaching materials were developed, which will be tested and improved for use in the years 2014–2016 in all Viennese schools.

i.e. SMART Scope and Sequence Curriculum for 2013–2015 V3.2 Created by Chadwick V.R. Williams, Vienna

UNIT 1 So you want to be an entrepreneur?	UNIT 2 I've got an idea!	UNIT 3 Model your business!	UNIT 4 Validate and test	UNIT 5 Pitch your idea!
Key Question What qualities does it take to become an entrepreneur?	Key Question What makes a good idea?	Key Question How can you start your business?	Key Question How do you know that your business plan will work?	Key Question How can the art of storytelling be used to sell a business idea?
Main Idea Being an entrepreneur is much more than starting a business; it is a different way of thinking and/or lifestyle.	Main Idea Self-awareness of one's interests and dreams can lead to better creativity and ideas.	Main Idea A good business idea also needs a concrete business model to succeed.	Main Idea Validating and testing your business model can help minimise risk.	Main Idea The art of persuasion is a key element in gaining support from investors.
Content Objectives (Skills) Students empathise with and identify the important characteristics of an entrepreneur using the SMART profile. Using the SMART profile, students can reflect and assess themselves in their areas of strengths and challenges in the context of entrepreneurship.	Content Objectives (Skills) Students can create good business ideas using the right-brain business approach. Students can create a basic business idea template.	Content Objectives (Skills) Students can create a concrete business model using the Business Model Canvas®. Students can present and explain the rationale behind their business model.	Content Objectives (Skills) Students can validate and test their business model.	Content Objectives (Skills) Students can make a storyboard and can convincingly present their business idea in the form of a pitch.
Formative Assessment SMART profile presentations of self, classmate or guest speaker.	Formative Assessment Students write up and present their idea using the business idea template.	Summative Assessment Students write up and present their business model and explain the rationale behind it.	Formative Assessment Students validate and test their business model to target audiences.	Summative Assessment Students pitch their business idea and are evaluated on their presentation skills and art of persuasion.
Content Vocabulary SMART profile attributes descriptive language of the entrepreneurial experience.	Content Vocabulary Vocabulary associated with the right-brain business approach and the business idea template.	Content Vocabulary Vocabulary associated with the Business Model Canvas®.	Content Vocabulary Vocabulary associated with validating and testing business models.	Content Vocabulary Vocabulary associated with storytelling and descriptive and/or persuasive language.

¹ Brundtland Report, p. 51 paragraph 49 and p. 54 paragraph 1

	MONTAG, 10. 3.	DIENSTAG, 11. 3.	MITTWOCH, 12. 3.	DONNERSTAG, 13. 3.	FREITAG, 14. 3.
9.00 - 9.45					
9.45 - 10.30	10.30 Begrüßung und Einführung	Ideenworkshop Design Thinking	Paradies oder pur Radieschen?"	Angewandte Verhandlungsstrategien und -techniken	Bankgespräche und Businessplan
10.45 - 11.30	Erfolgreich als Exististipendiaten Veljko Sekelj, David Maus, pages		Mein Leben als Selbstständige/r in der Medienbranche	Dr. Hartmut Rösch, generator, HdM Startup Center	Gerhard Bach, Chefcoach
11.30 - 12.15					
	M	I	T	T	A
13.15 - 14.00	Ideenworkshop Design Thinking	Ideenworkshop Design Thinking	Kostendeckende Kalkulation, Honorargestaltung	Fortsetzung Verhandlung	Rechtsformen, Steuerrecht
14.00 - 14.45		Dr. Hartmut Rösch, Sabine Bothner, generator HdM Startup Center	Verträge, Rechnungen, Mahnwesen	Fortsetzung Ideenworkshop	Pof. Dr. Carl-Heinz Witt, Uni Erfurth
15.00 - 15.45			Andreas Maxbauer, AGD		
14.45 - 16.30					
	M	I	T	T	A
9.00 - 9.45	Arbeitsrecht	Rhetorik	Startup Business-Simulation	Startup Business-Simulation	Jedes Team pitcht sein Unternehmen vor der Kamera
9.45 - 10.30	Madlena Gansbauer, Rechtsanwältin, vdm	Sabine Bothner, generator HdM Startup Center	Planspielwettbewerb	Planspielwettbewerb	generator-Team HdM Startup Center
10.45 - 11.30					
11.30 - 12.15					
	M	I	T	T	A
13.15 - 14.00	Innovations Marketing	Soziale Absicherung	Startup Business-Simulation	Startup Business-Simulation	Get Together, Resümee
14.00 - 14.45	Dr. Ute Hillmer, better reality	Fred Janssen, Künstlersozialkasse	Planspielwettbewerb	Planspielwettbewerb	
15.00 - 15.45		Fördermöglichkeiten von Bund und Land		Dr. Hartmut Rösch, generator HdM Startup Center	
14.45 - 16.30		Arndt Upfold, ifex			

The SMART point Vienna sees its role as a lighthouse in the area of entrepreneurship education to provide both teachers and students with a variety of resources and tools needed to create, plan and implement a new business idea. It has initiated a programme of ongoing professional training for teachers and a series of ongoing training workshops for students in the context of the i.e. SMART “Starte Dein Projekt” (Start Your Project) initiative. In addition, the SMART point offers a monthly SMART brunch where successful, inspirational, young entrepreneurs from the Vienna community are invited to come and tell their success stories to students.

So that the SMART point could offer this also after project lifetime, the Vienna Board of Education has entered into a contract with the University of Education Vienna/Krems to continue with the

SMART point well after project lifetime (until December 2018). Before the expiry date of the contract an evaluation will be carried out to assess the implementation and sustainability of the SMART point post-2018.

SMART point Stuttgart

The Stuttgart Media University and the Master Online Academy of the University of Stuttgart are currently establishing a master's study course in entrepreneurship for interested candidates who are either in full-time or part-time work. The first two modules will be finished in spring 2015. The whole master's programme will be ready for the market in 2016. In this study course the Media University will integrate training methods that were developed in the context of i.e. SMART, such as design thinking, idea workshop or the Business Model Canvas®.



CREATE YOUR OWN BUSINESS!

Vom 10. bis 21. März 2014 könnt ihr euch fit machen für eine zukünftige Selbstständigkeit. In dem zweiwöchigen Workshop erhaltet ihr spannenden und nützlichen Input zu Themen wie Design Thinking, Akquise und Selbstpräsentation, Verhandlungstechniken, konventionelle und kreative Methoden zur Erstellung eines Businessplans, Bankgespräche, rechtliche und steuerliche Aspekte einer Selbstständigkeit, geeignete Gesellschaftsformen, finanzielle Fördermöglichkeiten und Möglichkeiten der sozialen Absicherung.

Bei einer Businesssimulation erfahrt ihr im Team und „am eigenen Leib“, wie es sich anfühlt, ein Unternehmen über mehrere Jahre zu leiten, und am letzten Tag gibt es einen Pitch vor laufender Kamera.

Anmeldung ab jetzt bei bothner@hdm-stuttgart.de bis 28. Februar. Die Teilnahme ist auf 25 Personen begrenzt. Bitte nennt uns bei eurer Anmeldung in drei bis fünf Sätzen den Grund bzw. eure Motivation für eure Teilnahme an der Winterschool und natürlich euren Vor- und Nachnamen, Studiengang, Semester, Matrikelnummer und eine E-Mail-Adresse, unter der ihr erreichbar seid.

Bei erfolgreicher Teilnahme erhaltet ihr ein Teilnahmezertifikat, und wer im Anschluss eine Hausarbeit schreibt, darf sich sogar noch ECTS anrechnen lassen. Meldet euch bei eurem Studiensekretariat unter folgenden EDV-Nummern an: 221500a (siebensemestrig) und 41600 (sechsemestrig) Studiengänge.



The Media University Stuttgart developed the following seminars and workshops and implemented them into the curricula of different study courses:

Winter School for Start-ups

(4 ECTS, Lecture No. 221502), with a focus on freelancers and small businesses. In this workshop students learn to assess the opportunities and risks of a start-up and to develop solutions and innovative business ideas. It also considers the establishing of a business idea within a team or alone. Other topics are successful self-promotion and acquisition in order to establish strong relationships with customers. Special emphasis is placed on developing compensation models and successfully conducting negotiations with customers, suppliers and banks. Legal and tax aspects of starting a business, financing and funding opportunities complete the two-week programme. The Winter School is part of the curriculum of the degree

programme Audiovisual Media. Some learning tools of the i.e. SMART project are an integral part of this lecture (Generate Ideas, Ideate and Develop Concepts, Model your Business, Validate and Test Ideas and Business Model, Tell your Story, Pitch your Ideas).

Summer School for Business Succession

(4 ECTS, Lecture No. 115819), with a focus on business ownership and growth. In this two-week workshop students learn to assess opportunities and risks of a corporate succession. It also focuses on a company takeover within a team or alone and on successfully developing and conducting negotiations with customers, suppliers and banks. Further topics are legal and taxation aspects of corporate succession, financing and funding opportunities, sales and marketing, network management, rhetoric and self-presentation. The Summer School is part of the curriculum of the degree programme Print Media Management. Some learning tools of the i.e. SMART project are an integral part of this lecture (Generate Ideas, Ideate and Develop Concepts, Model your Business, Validate

and Test Ideas and Business Model, Tell your Story, Pitch your Ideas).

International Entrepreneurship

(2 ECTS, Lecture No. 221501a), where start-up experts from all over Europe offer students a European perspective on the topic. Some learning tools and instructors and lecturers from the i.e. SMART project partners are part of this module.

Idea workshop

(2 ECTS, Lecture No. 221501a), which helps students and young entrepreneurs to find new, innovative business ideas and make them marketable and improve the storytelling skills of the participants. The whole lecture arose from the i.e. SMART project (four-day event with the following content: Generate Ideas, Ideate and Develop Concepts, Model your Business, Validate and Test Ideas and Business Model, Tell your Story, Pitch your Ideas).

Other countries which are interested in establishing similar curriculums in their institutions are invited to contact the i.e. SMART points.



Another interesting module is an online platform with e-learning material in order to download the SMART training material. In autumn 2015, the Stuttgart Media University will have finished the first online modules together with the finished modules for the Master's of Innovative Entrepreneurship. Bratislava plans to make an online video course for the main topics of the i.e. SMART project. Also Vienna plans to focus in future more on online transnational collaborative interaction.

The SMART points Veneto, Bratislava, Budapest and Prague are planning to institutionalise the training modules of i.e. SMART in a curriculum at their universities or schools.

2. Offering workshops/seminars after the project period

Another possibility for sustainability is that the regional SMART points offer training modules after project lifetime focusing on the expertise that was gained during the project. The training

tools are available on the i.e. SMART website (<http://smart.dke.univie.ac.at/web/guest/team-building3>). All SMART points have partly implemented SMART training modules in their own regions, as can be seen in the following overview, and will offer these after project lifetime.



Partners	Generate Ideas	Ideate and Develop Concepts	Model your Business	Validate and Test Ideas and Business Model	Tell your Story, Pitch your Ideas	Grow your Business	Design Thinking
Stuttgart	✓	✓	✓	✓	✓		✓
Vienna	✓	✓	✓	✓	✓		
Bratislava			✓		✓		✓
Budapest	✓	✓	✓	✓	✓	✓	✓
Modena			✓		✓	✓	
Veneto	✓	✓	✓				
Prague			✓	✓	✓	✓	

The most popular training modules are "Model your Business", especially the business models "Canvas", "Tell your Story" and "Pitch your Ideas".





The SMART point Stuttgart will offer an annual train-the-trainer seminar with interesting entrepreneurship mentors, lectures and training in the region and together with the City of Stuttgart a one-day idea workshop for non-academics.

The next one-day workshop will take place on 21 November 2014. The Media University will also disseminate the training tools within the universities in the Stuttgart region. The first workshop will take place in November 2015.

3. The SMART competition

To be sustainable the i.e. SMART project will continue the SMART competition through an **annual business idea competition** with the participation of the partner regions, but also open to other regions in Europe. The aim is to create and establish international business ideas. The project's SMART campus in Bratislava could stand as a pilot project. Every project partner will organise their own preliminary rounds. The finals will rotate between the partners. During the final day all projects will be pitched on stage to a selected international jury, as well as to business angels sitting in the audience. The event is also open to the public.

Proposal SMART competition 2015: Lead Vienna, participants: 1 Vienna, 2 Stuttgart, 3 Budapest, 4 Veneto, 5 Modena, 6 Prague, 7 Bratislava, potential partners: 8 Birmingham, 9 Dundee, 10 Linz. The best two business ideas from every partner region will reach the finals (in Vienna). In order to finance the finals every project partner will be looking for sponsorship.

This measure also assists the SMART point network in remaining active after project lifetime and this measure also supports the exchange of trainers and ideas between the SMART points.

4. Memorandum of Agreement

In order to ensure the sustainability of the institutionalisation of the SMART points in the seven partner regions and the institutionalisation of the SMART network (including the SMART site, Train the SMART trainers and the SMART campus), the project partners have agreed on a Memorandum of Agreement, which will come into effect on **1 January 2015** and will last indefinitely or until a partner indicates that they can no longer be part of the Agreement. ¹

5. Implementing the SMART points

Every SMART point should have a clear financing and sustainability concept after project lifetime so that the SMART point can continue to function.

This can be achieved by the following:

1. Every SMART point should have a business plan – The SMART points Stuttgart, Vienna and Budapest already have one, while Modena and Bratislava are developing theirs.

1

2. A letter of intent signed by the shareholders is necessary – The SMART points Stuttgart and Vienna already have a letter of intent.

2

3. Permanent job contracts are evidence that the SMART points will continue to function after project lifetime – The SMART points Stuttgart, Prague and Vienna have permanent job contracts, while Modena has a permanent contract in the administrative department.

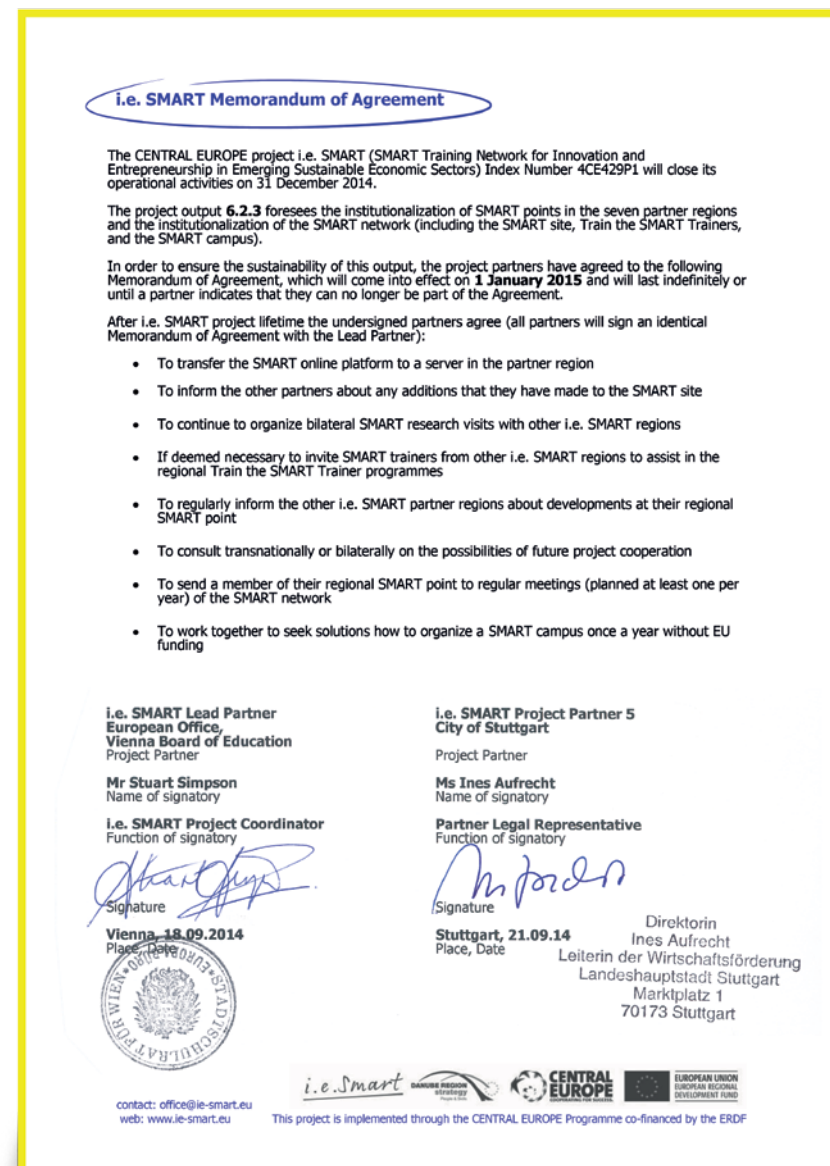
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4. The number of SMART point staff after project lifetime guarantees the continuation of the SMART points – Stuttgart has 6 persons, Prague 4, Vienna 8 persons part-time, Modena 1, Bratislava 2, Budapest 4 part-time and the other SMART point in Budapest 6 persons. So the work of the SMART points is guaranteed for the immediate future.

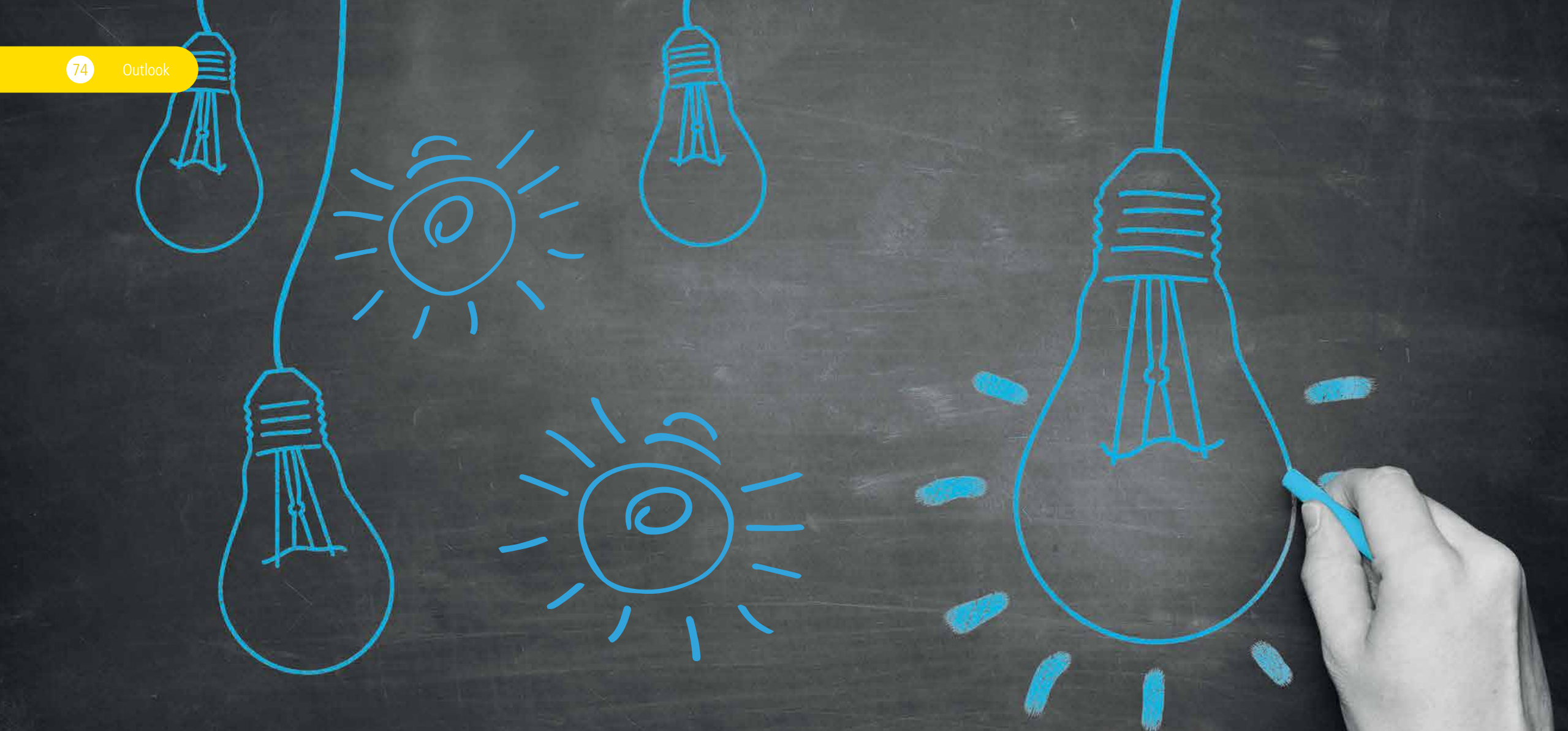
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5. Budget commitments – The SMART point Stuttgart has a budget commitment from the administration of the Media University, Vienna from the Vienna Board of Education for the teaching hours, and Budapest partly. The other partners are still looking for sponsors.

5



¹ The i.e. SMART Memorandum of Agreement



OUTLOOK

In order to plan a successful future for i.e. SMART and its activities, the external expert company INOVA+ was contracted to develop a sustainability concept and feasibility study for the future.

A future sustainability concept for the development of i.e. SMART activities

Abstract: On the following pages the external expert INOVA+ describes a possible sustainable concept for the development of the i.e. SMART activities. For this concept, INOVA+ developed a concept, suggested key stakeholders to be involved, addressed the alignment with EU policies, proposed target programmes for funding and developed the potential European impact of the measure and its transferability to other regions across Europe.

The 'SMART ecosystem' concept

The creation of a European entrepreneurial ecosystem that can nurture a range of fast-growing, high-potential new entrepreneurs into global companies is an absolute top priority for Europe. To achieve it, it requires not only a combination of some of the most dynamic national/regional ecosystems but also ongoing coaching in terms of what an entrepreneur needs to make it work: team, concept, technology and capital. A true ecosystem must successfully combine infrastructural support with service content, 'hardware' with 'software',

thrilling places with human talent – with the spark between these two distinct yet complementary dimensions being the ignition to boost entrepreneurs into a new global scale.

With this concept INOVA+ wants to take entrepreneurial support to the next level; where instead of a mere set of support activities they want to offer new and potential entrepreneurs a true permanent and transnational ecosystem for nurturing their business ideas into successful companies. This ecosystem will

be developed through a combination of in-site and online tools. The in-site tools will include the development of the concept of the SMART points in the participating regions and also the SMART network.

The regional SMART points should act as an interface between the entrepreneurs and local communities of mentors, experts, investors, support organisations, other businesses and the general public; the SMART network meanwhile should be "a virtual and physical strategic cooperation linking the regional SMART points".¹

The online tools will consist of an expansion of, on the one hand, the SMART site

and, on the other, the "SMART Xchange" platform, of which a preliminary version was used in this year's SMART campus Training. The SMART site is a multilingual, interactive, transnational knowledge management tool (ICMS) containing the latest information on the transformative business approach to innovation and entrepreneurship as well as up-to-date information on the three emerging sustainable economic sectors.² The SMART Xchange is a virtual stock exchange for new ideas, where such ideas are presented to the public (through mini-websites) and then open for negotiation, with the trade of shares taking place between all users of the platform.

In this context, the goal of this concept is to contribute to the implementation of the above solutions and to better prepare European businesses and potential entrepreneurs for the changing global digital market. This means equipping them with the knowledge and skills needed to offer new products and services by digital means, to compete, thrive and to create new jobs. It should also stimulate existing enterprises to grow to their full potential, taking into account innovative ideas and business models enabled by digital technologies, via a unique combination of talents, tools and services at a European scale in all key elements required to create great companies: team, concept, technology and capital.

¹ SMART network concept document.

² <http://www.iesmart.eu/work-packages> (18/06/2014;12H08M).

The project will accomplish these objectives by:

- Putting in motion a true transnational entrepreneurship ecosystem by setting up the initial backbone consisting of the interconnection between the regional ecosystems of the participating regions, reinforcing the role and dynamics of the SMART network and expanding the SMART site. Each region will be represented in our proposal by a local SMART point, which will act as an interface to the services and opportunities available at local level.
- Guiding entrepreneurs into global business concepts through a European mentoring scheme, possibly involving not only SMART trainers, international

experts and investors, but also teachers, trainers and tutors from compulsory schools, as well as Vocational Education Training (VET) and higher education entities

- Simulating a market operation and business development context by means of a permanent online platform, which will also serve as support for the mentoring activities and mediation for access of entrepreneurs to capital either via early stage venture capital (public or private) or crowdfunding.

In short, the proposed operation for the 'SMART ecosystem' is as follows:

- Participating regions appoint SMART points building on the experience from i.e. SMART. The role of these SMART points is to mobilise entrepreneurs for the SMART ecosystem, tapping on all potential sources at local level, including secondary schools, universities and the business world, and to interlink with the local ecosystem. From the local ecosystem, SMART points should recruit mentors and mediate access to services such as incubation, legal and accountancy services, access to public grants, etc.

- Recruited entrepreneurs (or entrepreneurs-to-be) will be supported by SMART points in adhering to the SMART Xchange virtual stock market, which will provide a tangible and ongoing nature to their projects and simulate a true market operation, contributing to nurturing ideas into the real market. Registered entrepreneurs will develop their ideas in mini-sites and those most advanced will be admitted to quotation through a virtual "Initial Public Offer", where registered users (potential investors, general

public, etc.) will be able to trade them using virtual money, as well as to leave comments and suggestions. Entrepreneurs will be coached by their mentors, who will publish regular updates on the development of the ideas (thus influencing the market) and encouraged to regularly update their sites, so as to stimulate the market. Ideas that receive a warm reception from the market (in terms of market value or comment feedback) could consider moving into a real crowdfunding process, gathering real contributions from the public community. These crowdfunding processes could also be managed through the online platform, and ultimately by the project. Less mature ideas (typically those from secondary school students, further away from the actual creation of a new venture) will be admitted into a "second market", with no public quotation or possibility to move to crowdfunding, but where they will have the opportunity to receive public feedback on their ideas.

- Ultimately, it is expected that the SMART Xchange platform may grow as a social network, putting 'to-be' and real entrepreneurs from different countries in contact with 'to-be' and real investors and the general public. To promote the interaction, periodic events (possibly one every two or three months) should be organised in the participating regions to promote face-to-face contact and networking between entrepreneurs and investors and between entrepreneurs themselves – very much in line with the former 'first Tuesday' events.³ These events can also serve to reward the best performing virtual companies and investors within the SMART Xchange platform, within a given period or region and end with an annual transnational event.

- As a final objective, it is expected that a large number of 'entrepreneurs-to-be' turn into real entrepreneurs and create new companies, following a trial period on the virtual SMART Xchange platform and a successful crowdfunding process, while many others would have developed an entrepreneurial culture that may contribute to them making the first move, even if later on.

Stakeholders / actors to be involved:

Regional partners with a role in local entrepreneurship ecosystems (regional and city development agencies, innovation and enterprise agencies, schools, universities), communication experts, entrepreneurs and potentially one expert company in charge of the development of the IT tools.

EU policies: There is a recognised need to create a nurturing environment for entrepreneurship and create, at the European level, ecosystems that are conducive to its success. Supporting the learning and exchange of information between entrepreneurs, and between these and other talents, is vital. Furthermore, the creation of such an ecosystem at a European scale will sow the seeds of a community of practice where new entrepreneurs will be invited to relate throughout their entrepreneurial adventure across the EU. If we add to these an offer of top-level online and on-site services, and facilitate access to venture capital and crowdfunding, we will have gathered under a common platform all the necessary conditions for accelerating entrepreneurship in Europe. The purpose of this concept for the development of a transnational ecosystem project is to accomplish this objective.

As such, this proposal is in tune with the third pillar of the Entrepreneurship 2020 Action Plan.⁴ Indeed, it aims at contributing to "Developing role models and reaching out to specific groups whose entrepreneurial potential is not being tapped to its fullest extent or who are not reached by traditional outreach for business support". In essence, this means a subtle combination of raising awareness, identifying iconic entrepreneurs and the setting up of a nurturing ecosystem to reignite the entrepreneurial spirit in Europe, to use the terminology coined in the Action Plan. The project will help accelerate entrepreneurship in Europe, and offer a unique new platform that meets the need for new services.

Impact and transferability: For European businesses and potential entrepreneurs to be able to grow and address the changing global market, knowledge and skills at a global level are needed in order to reach funding sources (especially venture capital), access markets or extend partnerships. In order to do so, European businesses and potential entrepreneurs require support from transnational ecosystems suited to new enterprises, such as the one proposed through this project. As such the impact and potential of such measures go well beyond a given region, and the model could be transferred to other regions across Europe.

The global economic benefits of such a measure can be considerable. This is especially the case for ICT-based businesses, as the economic activity already generated by new technologies is fairly impressive, with suggestions that ICT accounts for 6–8% of EU GDP. Furthermore, the impact of entrepreneurs

on the economy can go beyond simply contributing to GDP. Research in the USA by the Kauffman Foundation underlined that new firms add an average of three million jobs in their first year whilst older firms lose one million jobs per annum. The benefits of start-ups on net job creation are very important. Highlighting the impact that European actors and initiatives have on job creation is not only important for understanding the contribution of entrepreneurship to job creation but it could also act as an example to others showing the positive effects of exploiting new technologies for entrepreneurs.

³ [www.en.wikipedia.org/wiki/First_Tuesday_\(networking_forum\)](http://www.en.wikipedia.org/wiki/First_Tuesday_(networking_forum))

⁴ Entrepreneurship 2020 Action Plan – Reigniting the entrepreneurial spirit in Europe, Brussels, 9.1.2013 COM(2012) 795 final <http://eur-lex.europa.eu/LexUriServ/LexUriServ.do?uri=COM:2012:0795:FIN:EN:PDF>

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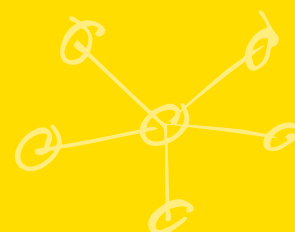
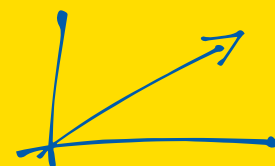
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