



Partner

Enterprise Europe Network
(CESEAND)



Further Information

<https://ceseand.net/es/page.cfm?id=124#.XE8IZIVKIUI>



Region / Country

Europe (Andalucía), Spain

CESEAND SCALE-UP CASE STUDY

INTRODUCTION

The European Commission has recently adopted the strategy for the single market (Single Market Strategy) which stipulates that the Enterprise Europe Network, funded within the framework of the programme for the competitiveness of small and medium-sized enterprises will be used (COSME), to provide services that have aimed to encourage young innovative SMEs to carry out cross-border operations and make use of the possibilities offered by the single market.

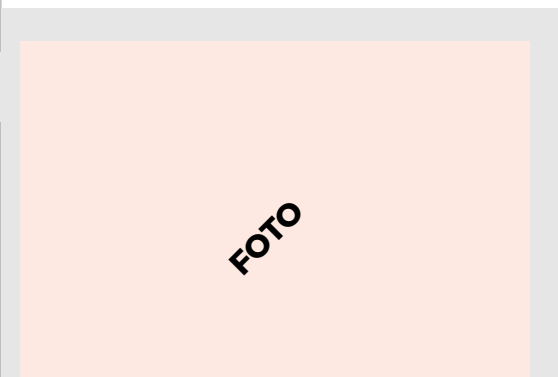
The overall objective of the CESEAND SCALE-UP project is to help young innovative companies to broaden the geographical scope of its activities from a local market / regional to the single European market through the provision of specialized services with European dimension. To achieve this objective, the project identified different stakeholders in order to disseminate the call to ICT Andalusian companies. This call was direct to SMEs with certain characteristics and with a great potential to scale-ups. Ten companies, are involve in the accompanying programme designed within the framework of the project, taking into account the specific needs of such businesses are then selected.



SUMMARY

CESEAND, Andalusian node of the Enterprise Europe Network of the European Commission, coordinated by the Agency of Innovation and Development of Andalusia IDEA together with the Andalusian Agency of Knowledge, the Andalusian Council of Chambers and the Confederation of Businessmen of Andalusia, launches the European program "CESEAND SCALE-UP", a program aimed at advising the 10 most promising scale-ups (*) in Andalusia in order to take advantage of the opportunities posed by the European Single Market Strategy.

The companies that are likely to participate in the program must have a verified, operational and effective business plan with a relevant position in the market, in addition to being very ambitious, having their objectives work in the single European market and adopting it as their own



CHALLENGE

The goal of this program is to provide specialized services with European dimension 10 young innovative companies with high potential for scalability, in order to broaden the geographical scope of its activities from a local market / regional to the European single market, and thus, to grow and generate employment of quality as well as wealth in the environment in which they are located.

STAKEHOLDERS INVOLVED

Chamber of commerce, public institutions, Innovation & Technological Centre, Business Incubators, Technological science parks, business association, Clusters and Technological Transfer Centre.

CESEAND SCALE-UP CASE STUDY

TARGET

10 young innovative companies with high potential for scalability.

The enterprises which benefit from the programme must comply with the following characteristics:

- Young company located in Andalusia (less than 5 years);
- SMEs with a verified, operational and effective business plan; a stable team; a consolidated cash flow and a relevant position in the market;
- Ambitious SMEs with huge potential to grow in the European markets and driven by innovation in a broad sense (technological, knowledge-based, innovative business model, etc.);
- SMEs willing to receive and properly manage financial support necessary for its expansion (loan, guarantees, venture capital or any other relevant source of financing);
- SMEs that show great motivation to participate in the program, dedicating the necessary time and resources.

SERVICE OFFER: PROCESS

The programme has a duration of 9 months, structured in 6 parts:

Part 1 Individual analysis.

The technician of the CESEAND (The European Services Center for Andalusian Companies) travels to the company's facilities to carry out an analysis of needs, risks and barriers, that makes possible to prepare an individual action plan. This plan will describe a scope of services that the company should receive during the programme.

Part 2: Advisory service in the innovation management

The technician of the CESEAND provides an advisory service to improve innovation management, based on a consolidated methodology in the Enterprise Europe Network and some benchmarking tools. In the part 1 of the Action plan, it is decided whether the benchmarking tools for internationally certified innovation management are used, such as the "Innovation Health Check" and the "IMP3rove Assessment" or if, on the contrary, a diagnostic service in digital innovation through the new tool called "IMP3rove Digital Innovation Quotient" is proposed in order to improve the digital business model management.

Part 3: Training sessions

At least 2 training sessions will be held that will include training, coaching and mentoring, which are aimed at preparing companies so that the scaling-up process in the Single Market is carried out with the greatest guarantees of success.

These sessions are given by experts and professionals with regards to matters of general interest to the companies. Although the specific content of the sessions is determined after the analysis of needs is made to companies. The preferable matters are: business scalability and growth strategy, financing and investment (preparation for pitch sessions), marketing and communication, among others.

Part 4: Specialized services CESEAND SCALE-UP

The companies will receive a comprehensive package of specialized advisory services and business and technical cooperation services that are grouped into three main blocks: 1) Access to financing, led by IDEA Agency technicians, 2) Market access, co-led by technical experts from the Confederation of Andalusian Businessmen (CEA) and CHAMBERS OF COMMERCE; and 3) International cooperation opportunities, led by technicians from the ANDALUSIAN KNOWLEDGE AGENCY (AAC).

Part 5: Event "Access to Finance A2F"

Companies will participate in an exclusive event with national and international investors.

Part 6: Program evaluation

The participating companies must evaluate the services received during the program as well as the impact in order to detect possible improvements and benefits.

CESEAND SCALE-UP CASE STUDY

SERVICE OFFER: PROCESS

To deliver these activities, the project is structured in different Work Packages:

WP1. Identification of young European SMEs ready for scaling-up

1.1. **In depth preparation of a relevant methodology and approach (in collaboration with local stakeholders identified in WP2) to identify young SMEs in Andalusia ready to scale-up.**

Actions:

1. Methodology and criteria for selecting companies for the pilot program

1.2. **Approach and selection of young European SMEs ready for scaling-up.**

Actions:

1. Dissemination of the call on the CESEAND website, through partners and stakeholders

2. Preparation of the report with an assessment

3. Evaluation panel

1.3. **Needs assessment, potential risks, barriers and actions plans**

WP2. Cooperation with local stakeholders, organizations and programmes

2.1 **Identification of key stakeholders for targeting young SMEs in Andalusia ready to scale-up.**

2.2 **Identification, recruitment and assessment of the needs of the target group according to the vision of the Stakeholders and promotion for long-term cooperation to provide Network services.**

WP3. Capacity building through training, coaching and mentoring

3.1. **Capacity building design determining the gaps that exist between the targeted SMEs' needs and the training, coaching and mentoring services already offered by CESEAND and by the local stakeholders.**

3.2. **Organization of capacities building sessions (training, coaching and mentoring) addressed to the targeted SMEs in order to prepare them for successfully benefiting from the standard Network advisory and partnering services."**

Actions:

1. Organization of 2 training sessions (Malaga and Seville) for scale-up companies with support of external experts in the issues identified in the report "recommendations of the task 3.1"

- Workshop: Business Plan and Sales Plan

- Pitch improvement workshop

Finally, there was organized a closing event 1 Scale-up investors forum, where investors, the participating companies in the program and the stakeholder network participated. Two most voted companies by the attendees received an award. And finally, a video summary of the program was published on the CESEAND website.

WP4. Provision of advisory and partnering services

4.1. **Analysis of the need to adapt the standard EEN advisory and partnering services to the targeted SMEs. Proposal of changes.**

CESEAND SCALE-UP CASE STUDY

SERVICE OFFER: PROCESS

Actions:

1. A general sharing of reflections on the adaptation of each service to SCALE UP companies, or a type of service:
2. Service a) "Development of expertise for cross-border growth - partnering services"
3. Service b) "Access to finance"
4. Service c) "Advisory services on access to markets"

4.2. Provision of the EEN advisory and partnering services adapted to the targeted SMEs.

Actions:

1. Based on the analysis reports of the needs of each company, all the partners will provide the pre-assigned service in task 4.1.

4.3. Evaluation of results and recommendations

Actions:

1. Prepare a questionnaire for the companies, send it to them and monitor the compliance.
2. Evaluation of the results through the questionnaires that should be sent to the beneficiaries
3. Success stories detection and reporting
4. Recommendations for the future service provisioning and the most promising areas for the future Network activities.

The candidates are evaluated through a form which contains 25 questions available through one online application, following the evaluation criteria:

1. Team: Those who lead the company should have great experience, both in leadership and in the market.
2. Market: it is essential that the scope of action of the company includes a "technological wave" and that the potential market is sufficiently large.
3. Revenue: a product or service must be validated in the market and its growth should be exponential.
4. Strategy: the vision and ambition must be sufficiently challenging (and realistic) to allow the company to grow exponentially.

FINANCIAL FRAMEWORK

SCALE UP is a Pilot Project with a duration of 12 months, which has received 18.000 Euros, 100% EU funding through the COSME Programme (H2020)

Adopted in the framework of the concerned COSME Programme, within the aforementioned EC- Single Market Strategy, the Agency IDEA, Andalusian knowledge Agency, the Confederation of Employers of Andalusia and the Andalusian Council of Chambers of Commerce.

INNOVATIVE ASPECTS

Open innovation strategy, providing an ad value services with a deep impact in the companies' internationalization and access to financial aspects.

CESEAND SCALE-UP CASE STUDY

CRITICAL SUCCESS FACTORS

To find companies ambitious that want to improve their position in their markets through innovation and internationalization.

DIFFICULTIES ENCOUNTERED

Identify companies with real commitment.

OUTCOME AND IMPACT

The project was still in progress at the time of closure of this document, but it looks like 2 companies are going to be able to scale in a short term period of time.

More Information: <https://ceseand.net/es/page.cfm?id=124#.XBof7tJKg-M>

OTHER RELEVANT INFORMATION

Recommendations:

- It is very important to act with diligence and readiness when providing services to the ICT sector, because, in the innovation curve of startups, a much-feared "death valley" can be overcome or not in a period of 6 months due to the technology agility.
- On the contrary, experience has shown that the real negotiation deadlines of investment or collaboration agreements tend to be over 9 months in the ICT sector, so it is extremely difficult to conclude agreements before that time.

