

# **White Paper of Entrepreneurship**



**Conclusions collected from the  
1<sup>st</sup> International Entrepreneurship Forum  
Andalucía Emprende**



JUNTA DE ANDALUCÍA

Andalucía Emprende, Fundación Pública Andaluza  
**CONSEJERÍA DE ECONOMÍA Y CONOCIMIENTO**

Design and layout:



Comunicación & Diseño



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## Letter of Introduction

Dear Readers,

I am pleased to present this White Paper of Entrepreneurship, a manual for good practices in entrepreneurship that is the result of the collaborative work undertaken at the 1st International Entrepreneurship Forum thanks to the participation of over 200 qualified experts from more than 40 regional, national and international bodies that specialise in fostering entrepreneurial culture.

These pages contain the conclusions of the eleven thematic panels that met to produce the content of this first conference, organised with the aim of analysing the business world and the factors that influence it, debating, sharing and exchanging the latest innovations and future projects in the business venture sector.

The importance of training, financial support, less bureaucracy and greater communication between professionals and organisations within the entrepreneurship ecosystem were factors highlighted by all of the panels, which dealt with themes as diverse as culture and entrepreneurial ability within the educational system; the link between university and business; business angels, financial institutions and other means of funding; the internationalisation of SMEs; public and private sector

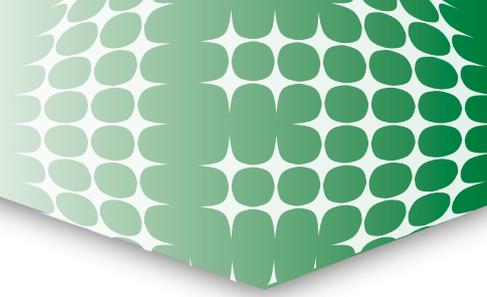
support for the creation of businesses; innovation and social entrepreneurship; nurseries, hubs, incubators, business accelerators, business cooperation; R&D+i, patents and brands; obstacles to entrepreneurship; and communication and dissemination of entrepreneurship.

I invite you to read in detail the conclusions reached, which are included in this paper, and which we will doubtlessly make good use of to improve the policies, strategies, measures and initiatives aimed at fostering an enterprise culture and the development of business ventures at local, regional, national and international levels.

I would like to end by thanking all of the people and organisations that participated in this event for their interest and involvement in undertaking the intense work that this meeting entailed. The success of this first encounter shows that there is a common, shared awareness of the importance that entrepreneurial activity has for the economy and society as a whole. We should feel pleased and continue to work on improving the road we have taken because entrepreneurs are, for the whole economy, the present and future of our society.

Montserrat de los Reyes Cilleza  
General Director of Andalucía Emprende  
(Andalusian Public Foundation)

JUNTA DE ANDALUCÍA  
(Andalusian Regional Government)



# 1

FORUM OBJECTIVES

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# CHAPTER

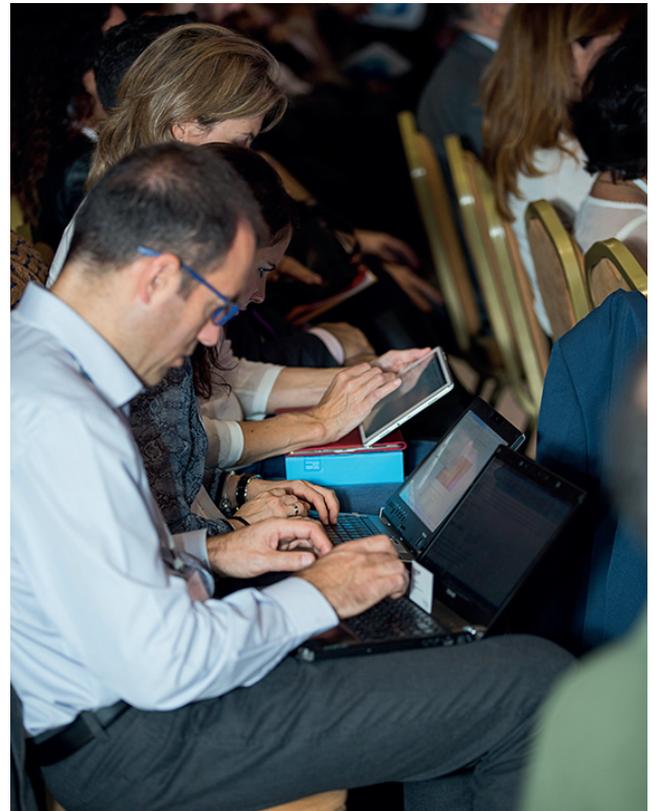
This forum was conceived as an opportunity to analyse the situation of entrepreneurship at national and international levels, and as a meeting point for top experts from all fields to exchange their impressions and contribute conclusions and models for the implementation of initiatives and policies that will help the development of entrepreneurship at international, national and Andalusian level.

The organising team worked intensively to make the active contribution of all participants possible. To this end, specific work dynamics were established alongside cross-cutting activities in the plenary sessions. This enabled collection of the highest value contributions, both in quantity and quality, of all participants.

Specifically, experts were grouped into dedicated thematic panels. Each panel set up rotating working groups that facilitated continuous interaction among participants. So that the sessions in each room would be proactive, open questions were posed as the starting point for the exchange of experiences and knowledge. Thanks - and incidental - to this method, intense networking was generated, which contributed to enhanced final conclusions.

Activities developed over two 120 minute blocks. Each block involved around twenty experts per panel who came together in meeting rooms in an open exchange of opinions and ideas on the subject under discussion within the context of the forum's remit.

This process achieved various objectives. First, as a discussion forum, it became a reference in the field of entrepreneurship. The heterogeneous nature and renown of the participants vouch for this. Secondly, a



Andalucía Emprene technical staff work on social network communications. The hashtag #ForoEmpren-delInternacional became a national trending topic.

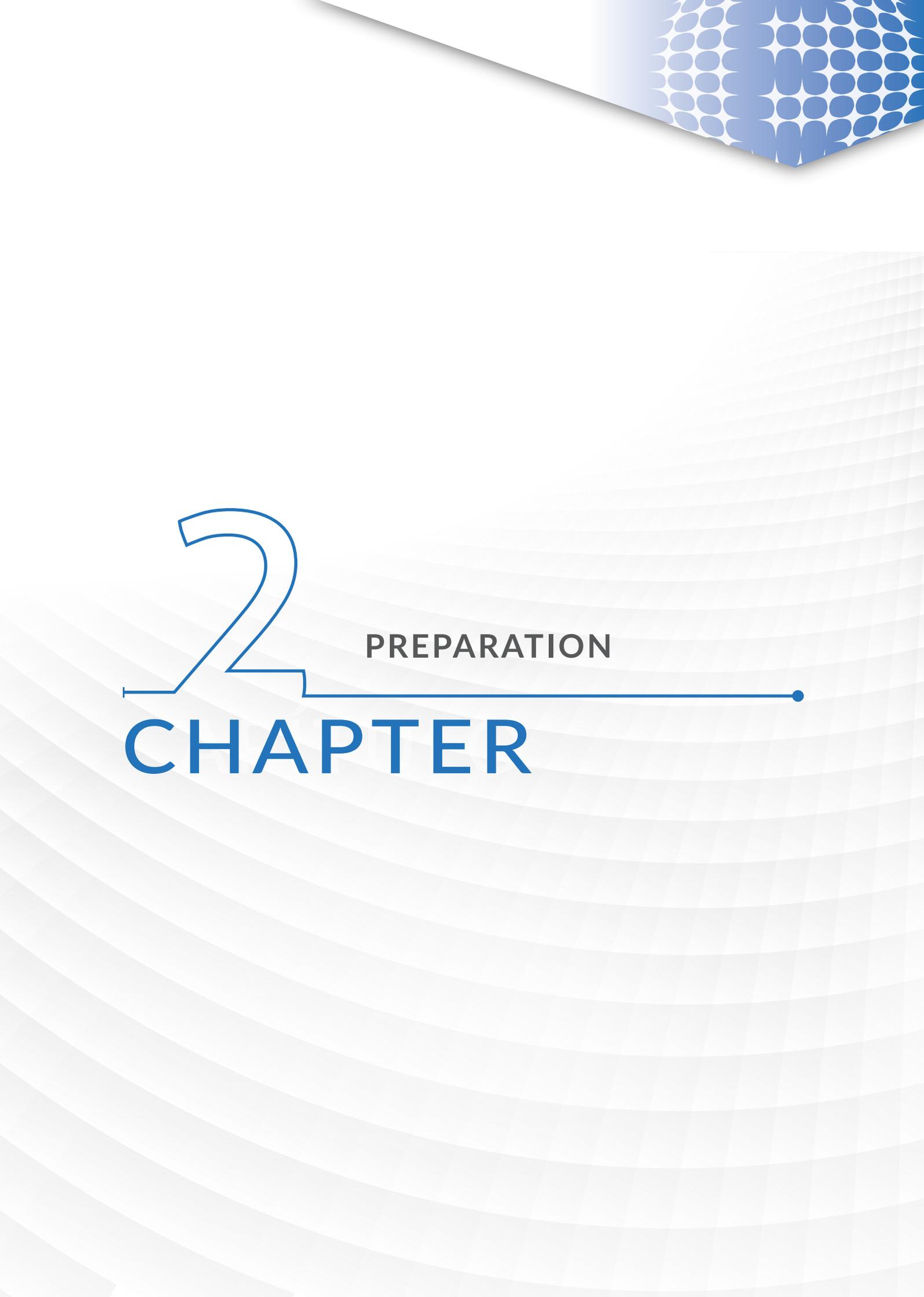
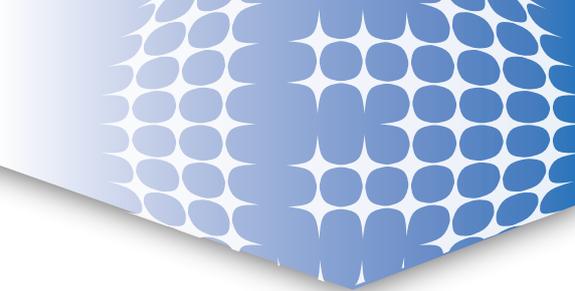
valuable set of conclusions and ideas were produced, which will stand in good stead from a practical standpoint and guide future actions to promote entrepreneurship.

The third result consisted of the interchange of knowledge, the identification of synergies, the definition of future paths for collaboration between agents and the increase of contact networks among participants.

On another note, setting up the Forum relied, from its inception, on a team of technical specialists who had been working for months prior to the event. To give the Forum its own personality, a graphic identity was created to reflect the essence and fundamental objectives of the event.



First participants arriving at the hotel.



2 PREPARATION

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CHAPTER

Andalucía Emprende managed and coordinated the Forum, which their technical staff spent months preparing so workshop participants would have the best possible experience and achieve real outcomes, making this event a productive session and achieving its objectives in the field of entrepreneurship.

The Andalucía Emprende team members who would attend on 26th October and participate in running the Forum took an intense coaching workshop at the premises of Ariete-Sodefesa in Mairena del Aljarafe, Seville, on 9th October.

The Forum organisation and management department, expert technical staff, coordinators and other Andalucía Emprende employees who were responsible for communications, social networks and event logistics,

took part in the intensive session led by coaching expert Nacho Blanco, whose aim was to achieve the fullest preparation for coordinators, people in charge and anyone involved in the smooth running of the event and the corresponding panels.

The purpose of this eminently practical business training activity was to acquaint the groups involved in the process with the tools and impart the skills necessary to reach the objectives set for the 26th October.

The workshop consisted of a role-play activity that anticipated the different situations and circumstances that would arise at the Forum. In parallel, a consensually agreed schedule was developed as the Forum framework.



The technical staff of Andalucía Emprende coordinated their work to ensure everything ran to programme.

The following outline was established for each room:

- > *Introduction by the expert.*
- > *Presentation of the name, position and institution of the participants.*
- > *Discussion panels.*
- > *Presentation of each group.*
- > *Collection of ideas.*
- > *Individual Plan of Action.*
- > *Conclusions and closure of panel.*

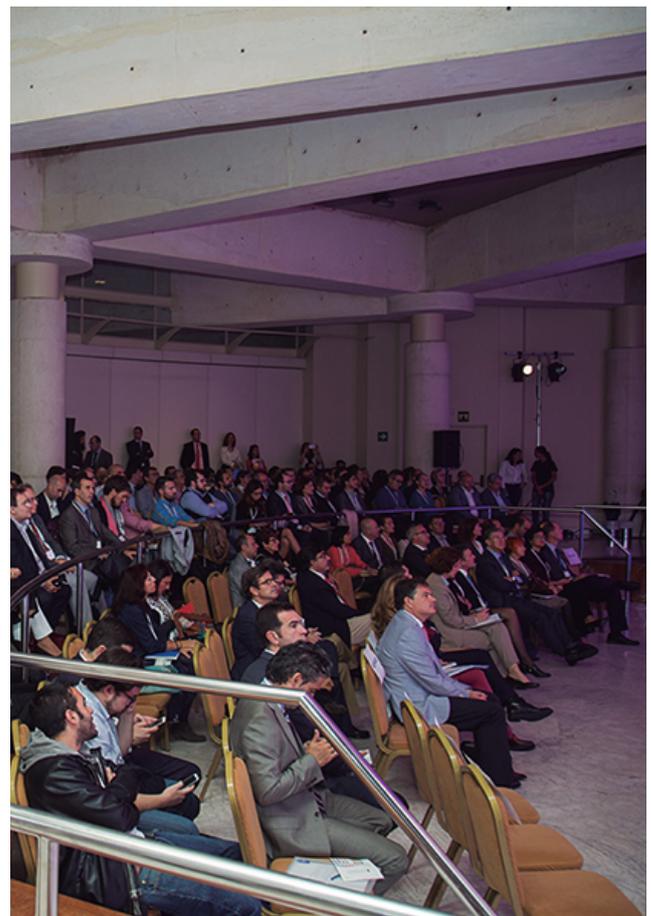
The institutions present at the Forum (a total 215 participants) were previously selected by Andalucía Emprende for their technical profiles -highly qualified and specialised in each subject- so that each of the panels would be able to produce high added-value conclusions and ideas. All of the participants received a short questionnaire, indicating the roadmap that the Forum would follow so that preparatory analysis could begin before the day of the Forum, as shown below:

## *Current situation: where are we?*

1. How does your organisation contribute to achieving your panel's objectives?
2. What do you think are the three most important tools on the market or in society that contribute to your panel's aim?
3. What are the three most common mistakes that are or have been made to preclude achievement of your panel's aim?

## *Opportunities: where we are going? How can we improve?*

4. Name between two and five strategies or policies that should be implemented in the market or society to improve achievement of your panel's aim (future trends).
5. How do you think achievement of your panel's aim can be improved? Name between two and five good practices or specific projects.



Workshop participants attend the opening conference.



3 THE FORUM DAY

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CHAPTER

The International Entrepreneurship Forum organised by Andalucía Emprende was held on the 26th October 2015 in Seville (at the Silken Al Andalus Palace Hotel), and brought together over 200 top experts in the field of entrepreneurship.

The event involved eleven discussion panels that took place simultaneously, with an interesting internal debate led by members of Andalucía Emprende itself, during which participants were able to share impressions and experiences in the field of entrepreneurship based on their own projects or the business institutions they represented.

Highlights of the day included the contribution of the General Secretary for Economy, Gaspar Llanes Díaz-Salazar, who opened the day by emphasising the importance of SMEs and entrepreneurs as generators of employment in Andalusia.

The regional government's spokesperson was followed by Enrique Shadah, Head of Strate-

gic Relationships at the Massachusetts Institute of Technology, whose speech analysed the current situation of business venture activity from a global perspective and spoke of MIT's experiences in this area. Following this came the presentation of the study "Global Entrepreneurship Monitor: Emprender en España y Andalucía" (GEM: Undertaking a Business Venture in Spain and Andalusia) by Iñaki Peña, Technical Director of the Spain GEM report and José Ruiz Navarro, Professor of Management and Dean of the Faculty of Business Administration at the University of Cadiz.

This section of contributions was closed by the Andalusian Regional Government's Minister of Economy, Antonio Ramírez Arellano López, and the Mayor of Seville, Juan Espadas Cejas, who participated in a lively discussion about current entrepreneurship policies, highlighting the need to continue supporting and improving tools that facilitate the creation of businesses.



Participants took advantage of the breaks to network.



4

PANELS OF  
EXPERTS

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CHAPTER

The knowledge discussion panels that were the roadmap for this forum centred on the following themes:

1. *Enterprise culture and skills in the educational system.*
2. *Spin-offs and technology-based businesses, the link between university and the business world.*
3. *Finance: Business Angels, financial institutions and other means of funding.*
4. *Internationalisation of SMEs.*
5. *Public sector support for the creation of businesses.*
6. *Private sector support for the creation of businesses.*
7. *Nurseries, hubs, incubators, business accelerators and business cooperation.*
8. *R&D+i, patents and brands.*
9. *Innovation and social entrepreneurship, the 4th sector.*
10. *Administrative obstacles to entrepreneurs.*
11. *Communication and dissemination of entrepreneurship.*

A total 215 participants and institutions from different fields attended the event; the worlds of politics, the economy and society all contributed to and participated in this event, which was the first of its kind in Andalusia and aims to be a first step towards laying the foundations of and establishing guidelines for the national entrepreneurial potential that currently exists.

The eleven panels were composed of top experts, who all have professional profiles closely linked to entrepreneurial activities within their respective organisations. Andalucía Emprende undertook an exhaustive analysis of potential candidates to ensure that the highly-qualified panel members chosen would provide technical knowledge in their specialist field and be able to make useful, realistic contributions that could later be applied to the field of entrepreneurship.



Panel discussions begin in different rooms.

# 1 ENTERPRISE CULTURE AND SKILLS IN THE EDUCATIONAL SYSTEM

## PARTICIPANTS

ENTITY	NAME	LAST NAME	POSITION
Andalucía Emprende, Andalusian Public Foundation	Alberto	de Azevedo Hermida	Coordinator of Design and Strategies - Málaga
Andalucía Emprende, Andalusian Public Foundation	Nuria	García García	Coordinator of Design and Strategies - Seville
Loyola Andalucía University	Esteban	Almirón Navarro	Director of Employability and Entrepreneurship Service
Teamlabs Madrid - Team Academy, JAMK University of Applied Sciences (Finland)	Siham	Benani	LEINN TEAMLABS trainer and Head of Admissions in Madrid
Think Big Programme - Telefónica	David	Cruz Guzmán Alcalá	Engineer
General Directorate of Universities	Lola	Ferré	Director General of Universities
ESIC	Felipe	García de Pesquera	Head of ESIC Business & Marketing School - Seville
Durham University - Neoaliso SL	Yolanda	Gibb	Entrepreneur
ACES (Andalusian Association of Social Enterprise Education Centres)	Chica	González Ripoll	Vice-President of ACES
Santander Entrepreneurship and Leadership - University of Córdoba	Francisco	Gracia Navarro	Department Head
Mondragón University Faculty of Business Studies	Sain Milena	López Pérez	Team Coach - Mondragon Team Academy
Princesa Girona Foundation	Salvador	Maneu Marcos	General Technical Director
General Directorate of Innovation and Teacher Training	Manuel	Martín González	Head of Service - Plans and Educational Programmes

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ENTITY	NAME	LAST NAME	POSITION
Thamer Creative School	José	Montero Fuentes Guerra	Principal
Junior Achievement Foundation	Blanca	Narváez Vega de Seoane	Director
Santa Madre Sacramento Adoratrices School Málaga	Sebastián	Navas Lago	Teaching Staff
UNIA	David	Patiño Rodríguez	Vice-Chancellor's Office of Institutional Relations with Business and Placements Programme
Trilema Foundation	Carmen	Pellicer Iborra	Director
Valnalón	Marta Francisca	Pérez Pérez	Director
Andalusian Federation of Junior Businesses	Ana Isabel	Rodríguez Rejón	Founder and current collaborator FJESUR
Association of Educational Institutions for Compulsory Basic Education – Province of Seville	Juan Elías	Romero Vázquez	Technical Secretary of Education and Management - Seville
Teamlabs Madrid - Team Academy, JAMK University of Applied Sciences (Finland)	Heidi	Vainio-Pekka	LEINN TEAMLABS trainer in Madrid

# 2 SPIN-OFFS AND TECHNOLOGY-BASED BUSINESSES, THE LINK BETWEEN UNIVERSITY AND THE BUSINESS WORLD

## PARTICIPANTS

ENTITY	NAME	LAST NAME	POSITION
Andalucía Emprende, Andalusian Public Foundation	Gabriel	Clavijo	Provincial Director - Málaga
Andalucía Emprende, Andalusian Public Foundation	Juan	Uribe	Head Technical Specialist, Promotion of Enterprise Culture Area
Algarve- Faro University (Portugal)	Hugo	Barros	Head of Entrepreneurship and Knowledge Transfer Division
Andalucía Open Future - El Cubo	Marco Antonio	Cabrera León	Head of Telefónica Open Future in Andalusia
Huelva University	Miguel Ángel	Delgado Canto	Director of OTRI (Research Results Transfer Office)
CSIC	Javier	Etxabe Oria	Researcher Head of Results Protection and TBC Promotion Unit
GP Tech	Eduardo	Galván	Founder and Managing Director
Sandetel	Miryam	Jiménez	Director of Sandetel Technological Development Service
Jaén University	Fermín	Lucena Muñoz	Technical Specialist, OTRI (Research Results Transfer Office)
Agencia Andaluza del Conocimiento. Talentia Programme	Rocío	Muñoz Maestre	Head of Ideas and Technologies Market and TTAndalucía
Skylife Engineering	Luis Miguel	Parrilla Casquet	Head of Systems and Avionics Department
PTA. Technology Park of Andalusia	Natalia	Pérez Pérez	Assistant Director for the Technology, Project and Network Promotion Area
OTRI Andalucía Network	Antonio José	Ramos Herrera	Technical Specialist, Research Results Transfer Office (OTRI)

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ENTITY	NAME	LAST NAME	POSITION
Epro 360	Pablo	Rodríguez	Founder and Director
Repsol Foundation	Eduardo	Romero Palazón	Director of Entrepreneur Fund
Cádiz University	José	Ruiz Navarro	Dean of Business Administration Cadiz University
BIC Euronova	Álvaro	Simón	Manager

# 3 FINANCE: BUSINESS ANGELS, FINANCIAL INSTITUTIONS AND OTHER MEANS OF FUNDING

## PARTICIPANTS

ENTITY	NAME	LAST NAME	POSITION
Andalucía Emprende, Andalusian Public Foundation	Teresa	Consuegra	Technical Coordinator - Málaga
Andalucía Emprende, Andalusian Public Foundation	Rosa	Cortés Cortés	Head Technical Specialist - Entrepreneur Area
Invercaria	Francisco	Álvaro	President
AXIS - ICO Group	Teresa	Bretón	Investments Manager
CTA: Corporación Tecnológica de Andalucía	Leonardo	Bueno	Economic and Financial Director of CTA
Seville Chamber of Commerce	Juan	Caballero	Technical Specialist - Consultancy and Entrepreneurs Department
Consultant	Pepe	de Casas	Expert in Entrepreneurship
ENISA	Bruno	Fernández Schimieri	Managing Director of Enisa
Goteo Foundation	María Begoña	García Perulero	Strategic Management and Internationalisation
Fondo Kolmer - Cero Defectos	Javier	Hidalgo	Economist and founding partner
Bankinter Foundation	Pablo	Lancry del Cerro	Head of Entrepreneur Programme - Bankinter Innovation Foundation
Microbank	Oriol	Lendinez Orengo	Head of social microcredits and Collaborating Institutions - Microbank
Valia Business Consulting	Rubén Darío	Márquez Ruíz	Senior Consultant for Andalusia

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ENTITY	NAME	LAST NAME	POSITION
Agencia IDEA	Stefan	Mathesius	Head of Financial Instruments Unit
Andalusian Council for Chambers of Commerce	Leticia	Mora Rey	Head of Mediation Service
FAECTA	José	Morgado Forte	Financial Director
Unicaja Bank	Salvador	Navarro Reyes	Territorial Director - Province of Málaga
GEM Spain Report	Joseba Iñaki	Peña Legazcue	Report Director
Lanzanos	Marta	Pizarro Aguirre	Head of communications and content

# 4 INTERNATIONALISATION OF SMES

## PARTICIPANTS

ENTITY	NAME	LAST NAME	POSITION
Andalucía Emprende, Andalusian Public Foundation	Inmaculada	López Dionisio	Provincial Director - Granada
Andalucía Emprende, Andalusian Public Foundation	María José	Garrido Cano	Coordinator of Design and Strategies - Granada
Andalusian Council for Chambers of Commerce	Eva	Ángel Lagares	Coordinator of Chamber's Internationalisation Plan
Embassy of the Kingdom of Morocco	Houda	Benghazi	Economic Advisor
CTA. Corporación Tecnológica de Andalucía	Javier	Cañizares	Technical Head of Aerospace Sector and Productive Processes
Development Agency for the Region of Murcia	Fernando	Díaz Ortín	Head of Internationalisation Department
Seville University	Rosario	García Cruz	Dean of Extenda and Internationalisation
José Fine Wines LTA	Juan Manuel	Gómez Ferreras	CEO
Jiménez Puertas Consultores. Grupo Suloayr	Abel	Jiménez De la Torre	European Project Manager
EXTENDA (Trade Promotion Agency of Andalusia)	María	Lara	Director of Promotion and Overseas Network
ICEX Spain Trade and Investment	Juan Miguel	Márquez	Director of Institutional Cooperation and Business Training Division
AERTEC Solutions	Fernando	Martín Ortega	Director of Marketing and Communication
Castillo de Canena Olive Juice, S.L	Concepción	Martínez	Financial Director

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ENTITY	NAME	LAST NAME	POSITION
Cooperativas Agro-alimentarias de Andalucía	Jaime	Martínez-Conradi Álamo	Director
Inés Rosales, S.A.U.	Juan	Moreno Tocino	President
Provincial Council of Córdoba. Provincial Consortium for Economic Development	Isabel	Ochoa	Technical Expert Specialist in SME internationalisation
Xtrice	Adrián	Ortiz	CEO
Delegation of the Andalusian Government in Brussels	Francisca	Pleguezuelos Aguilar	Andalusian Regional Government Delegate in Brussels
Extremadura Avante	Marcos	Pozo	Director of Internationalisation and Marketing
Skylife	Antonio Leopoldo	Rodríguez López	Technical Director

# 5 PUBLIC SECTOR SUPPORT FOR THE CREATION OF BUSINESSES

## PARTICIPANTS

ENTITY	NAME	LAST NAME	POSITION
Andalucía Emprende, Andalusian Public Foundation	Juan José	Pérez Calero	Technical Specialist Area of Labour Relations, Health and Safety
Andalucía Emprende, Andalusian Public Foundation	Marta	Sáinz-Pardo Fernández	Technical Coordinator - Seville
Escuela Andaluza de Economía Social Foundation	José	Ariza Reyes	Managing Director
Prodetur	José Benito	Barroso Sánchez	Provincial Council Member - Public and Private Agreements Area
Extremadura Avante	Amparo	Casablanca Peña	Coordinator Entrepreneurship Area
Pablo de Olavide University	Manuel	Chaves Maza	Researcher
Seville City Council	Alicia	Domínguez Núñez	Head of Service - Promotion and Business Training for the Area of Economy, Commerce and Institutional Relations
General Sub-Directorate for Support to SMEs	Antonio	Fernández Ecker	General Sub-Director
Andalusian Youth Institute	Pilar	Figueroa Murillo	Head of Service - Coordination and Institutional Relations
Granada University	M <sup>a</sup> del Mar	Fuentes	General Coordinator of Entrepreneurship
Andalusian Agency for Cultural Institutions	Fátima	Herrero Jiménez	Head of Programme - Advanced Services for Businesses and Professionals
Agencia IDEA	Francisco	Jiménez	Director of Business Funding and Promotion
CEiA (Centre for Innovation and Business - Álava)	David	Montero de la Torre	Director

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ENTITY	NAME	LAST NAME	POSITION
IMDEEC (Municipal Institute for Economic Development and Employment)	Víctor	Montoro	Manager
Emprende en Aragón - Development Institute for Aragon	Pedro	Pardo García	Managing Director
European Central Bank	Diego	Rodríguez Palenzuela	Head of Division in the General Directorate of Economy
IAM - Andalusian Institute for Women	Manuel	Serrano Pérez	Head of Service - Women's Employment and Training
Dos Hermanas Town Council	Mario	Tarancón Jiménez	Technical Specialist - Economic Promotion and Innovation
Provincial Consortium for the Economic Development of Córdoba	Juana	Torres Jiménez	Head of Business Training, Fostering and Development Department
IGAPE (Galician Institute for Economic Development)	Guillermo	Viña González	Manager - IgapeNova Competitiveness Office

## 6

## PRIVATE SECTOR SUPPORT FOR THE CREATION OF BUSINESSES

## PARTICIPANTS

ENTITY	NAME	LAST NAME	POSITION
Andalucía Emprende, Andalusian Public Foundation	Juan	Trujillo	Provincial Director - Córdoba
Andalucía Emprende, Andalusian Public Foundation	Mercedes	Ariza Guerrero	Coordinator of Design and Strategies - Córdoba
Cajasol Impulsa	Juan Francisco	Álvarez	Managing Director
Sevilla Startup Weekend / workINcompany / ThinkPal / Silicon - Drinkabout Sevilla	Jaime	Aranda	Organiser/ Cofounder / Advisor & Trainer /Co-organiser
Orienta Emprende Consultora (Consultancy)	Ana M <sup>a</sup>	Badiola Fernández	Director Area of Personal and Executive Training and Coaching
Empleo y Sociedad Foundation	Luis Felipe	Campuzano	Director General
Mundofranquicias Consulting (Consultancy)	María del Carmen	Gallego Martínez	Territorial Director for Andalusia
Iniciador Foundation	Elaine	García Jaramillo	Director General
CEEIM, (European Business and Innovation - Murcia)	Joaquín	Gómez Gómez	Director
European Institute for Entrepreneurship	Francisco	Martínez Delgado	Managing Director
Franquishop	Prudencio	Martínez Franco	Director
Microsoft	Sonia	Marzo Arnáez	Head of Entrepreneurs and Innovation Centres
AJE Andalucía	Mónica	Moreno Sánchez	President

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ENTITY	NAME	LAST NAME	POSITION
Focus Abengoa Foundation	Anabel	Morillo León	Director General
Organización Española de Servicios y Equipamientos, S.L.	Francisco	Ortiz	President
Heineken Spain	Jorge	Paradela	Director of Corporate Relations
FAME - Andalusian Federation of Female Entrepreneurs	Lola	Portillo Ordóñez	Head of Projects for Entrepreneurs
Gottraining SL (Ideas Factory)	Emilio	Solís	CEO
CEEI Castellón - ANCES	Justo	Vellón	Director of CEEI (European Business and Innovation Centre) Castellón - Board of Directors, ANCES (National Association of European Business and Innovation)
Emprendedores.es	Alejandro	Vesga Aran	Journal Editor
Vodafone	Jesús	Pérez Pérez	Vodafone Head of Institutional Relations with the Public Administration in Andalusia
Coempe Coaching	Mª Jesús	Rincón	Expert in Entrepreneurship

# 7 NURSERIES, HUBS, INCUBATORS, BUSINESS ACCELERATORS AND BUSINESS COOPERATION

## PARTICIPANTS

ENTITY	NAME	LAST NAME	POSITION
Andalucía Emprende, Andalusian Public Foundation	Francisco	Cousinou	Head – Entrepreneur Area
Andalucía Emprende, Andalusian Public Foundation	Susana	De León	Technical Coordinator - Jaén
Mabs IMS	Miguel	Barcenilla Sanz	Partner Director
Huelva University	Juan Diego	Borrero	University Lecturer. Simplelab Director
LeanMonitor	Jesús	Candón	Executive Director
Lanzadera	Patricia	Cantalapiedra Cornejo	Director of Projects
Prorama Minerva	Gracia	Catalina Piñero	Programme Director
Sprita	José Ángel	del Castillo	Director
Bic Granada	Mª Jesús	González Campos	Director
Lean Startup Oviedo Emprende	Juan Luis	Jimeno	Mentor Lean Startup Oviedo Emprende
InvierteMe	Héctor M.	Morell	CEO
Cosmopolitia	Julio	Moreno Ventas	Partner Co-founder
Cartuja Science and Technology Park	Luís	Pérez Díaz	Director of Innovation and Projects

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ENTITY	NAME	LAST NAME	POSITION
workINcompany Sevilla	Alberto	Pérez Sola	CEO and Founder - Space Manager
CEEI Bahía de Cádiz	Miguel	Sanchez-Cossio	Managing Director BIC Bay of Cadiz
Crea Sevilla	Pilar	Torregrosa Garamendi	Technical Head of the Sevilla Emprendedora Incubator
Sandetel - Commission for Employment, Business and Trade	Juan Jesús	Velasco	Co-director of Crowdfunding Centre, El Cubo - Andalucía Open Future
Seville University	Juan Jesús	Torres	Doctor in the Methods of Research and Diagnosis in Education Department
Seville University	Javier	Rodríguez	Permanent Lecturer at the Education Faculty



ENTITY	NAME	LAST NAME	POSITION
Andalucía Emprende, Andalusian Public Foundation	Antonio Miguel	Jiménez Naveros	Technical Coordinator - Granada
Andalucía Emprende, Andalusian Public Foundation	Antonio	Arenado	Technical Specialist, Promotion of Enterprise Culture Area
Airbus Defence and Space (Military Aircraft Division)	Rubén	Carvajal Vázquez	Head of Industrial Innovation
APTE - Spanish Association of Science and Technology Parks	Soledad	Díaz Campos	Managing Director - APTE
Abengoa	Antonio	Esteban Garmendía	Corporate Director Abengoa Research
Elzaburu	Javier	Fernández-Lasquetty	Partner
Isbitech	Umberto	León Domínguez	CEO, scientist and head of the scientific department of ISBITECH
University of Almería - Mediterránea Foundation	Carmen	López Soriano	Head of the University of Almería Self-employment and Business Creation programme
IAT - Andalusian Institute of Technology	Miguel Ángel	Luque Olmedo	Director General
CSIC	Juan	Martínez Armesto	Head of Technology Transfer Service
CEOE	César	Maurín Castro	Head of Industrial Affairs and Innovation
Agencia IDEA	José Antonio	Pascual	Head of Innovation, Programmes and Advanced Services Unit
Funde Cyt-Pctex	Francisco	Pizarro Escribano	Director of Business Development

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ENTITY	NAME	LAST NAME	POSITION
Córdoba University	Enrique	Quesada Moraga	Assistant Vice-Chancellor for Innovation, Transfer and Campus of International Excellence
Coempe	Mª José	Rincón Bravo	Expert in Patents and Brands Projects
MIT - Massachusetts Institute of Technology	Enrique	Shadah	Head of MIT Strategic Relationships
Seville University	Magdalena	Suárez-Ortega	Coordinator of the R&D+I project "Career design and Management of Entrepreneurial Talent"
CDTI - Centre for Industrial Technological Development	Andrés	Ubierna Gorricho	Head of Studies and Communication Department
CTA - Technological Corporation of Andalusia	Fabián	Varas Sánchez	Technical Director

# 9 INNOVATION AND SOCIAL ENTREPRENEURSHIP, THE SOCIAL SECTOR OF THE ECONOMY

## PARTICIPANTS

ENTITY	NAME	LAST NAME	POSITION
Andalucía Emprende, Andalusian Public Foundation	Juan José	Bonilla Martínez	Provincial Director - Almería
Andalucía Emprende, Andalusian Public Foundation	María del Carmen	Martínez Ruiz	Technical Coordinator - Almería
AEIS - Spanish Association for Social Innovation	Angel	Arenas	President
Persan Foundation	José	Castro Mora	Manager
Association to Promote the Economy for the Common Good	Fernando	Dugo Benítez	Head of Business and Entrepreneurship Area
EIDA	Juan Carlos	Espejo Gutiérrez	President
Teamlabs	Juan	Freire Botana	Leader of Business Strategy and Development
Social Economy School	Francesco	Garcea	Coordinator of Training and Social Innovation Projects
Hábitat Cuatro, Soc. Coop. And.	Diego	Gómez Ojeda	Cooperative President
Grupo Pandora Consultora Social S.Coop.And.	Luis Miguel	Jurado Mancilla	Partner - Cooperative Director
Smart-be	Julek	Jurowicz	Founding Partner
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# White Paper of Entrepreneurship

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Seville City Council	David	Pino Merlo	Director of Innovation and Social Economy Seville Town Hall
Initland	Carlos	Piñeyroa	Director of Initland, the Init System of Innovation and Entrepreneurship
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Innoves Foundation	José Carlos	Rodrigo Marias	Director
Grupo Cooperativo Smart	Gabriel	Sánchez Bárcena	Head of Legal Area

# 10 OBSTACLES TO ENTREPRENEURSHIP

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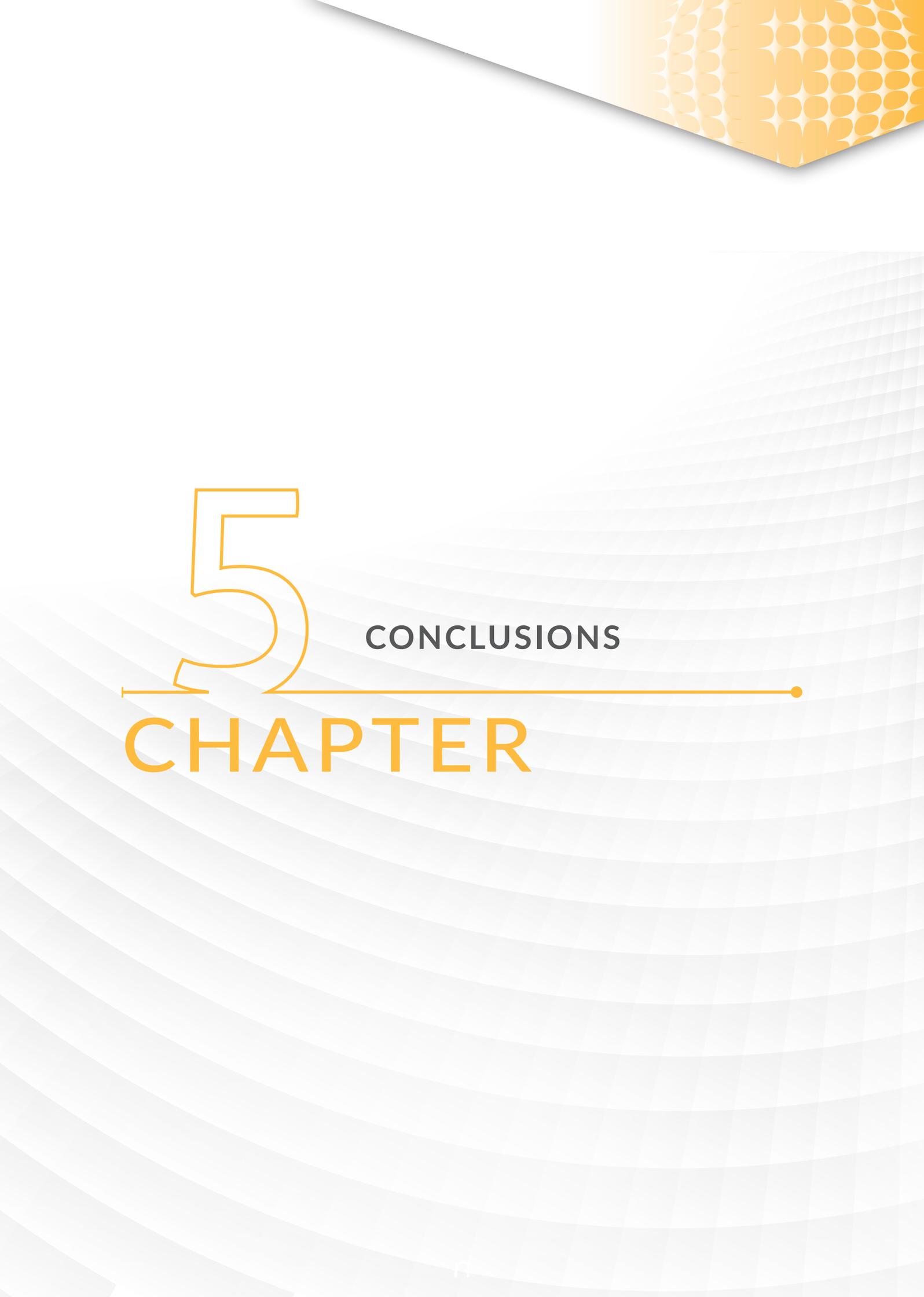
# White Paper of Entrepreneurship

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# White Paper of Entrepreneurship

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5

CONCLUSIONS

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CHAPTER

# White Paper of Entrepreneurship

The following sections outline the ideas provided by each panel:



Each panel's work resulted in a series of conclusions that were collected to write the White Paper of Entrepreneurship.



## 1

## ENTERPRISE CULTURE AND SKILLS IN THE EDUCATIONAL SYSTEM

Encouraging enterprise culture among children is necessary from the very start of their education and throughout their whole lives. There is, therefore, a need to share good practices in fostering enterprise culture at all levels of the educational system (infants, primary, secondary, tertiary education, vocational training and universities), placing particular emphasis on the importance of training and education in entrepreneurship through training in skills. It is essential that the focus should be on the central figure of these projects: the students. However, we should not neglect teaching staff who are key figures in fostering an entrepreneurial spirit of innovation and creativity as they provide the foundation for students' education.

The panel indicated fostering the culture and skills necessary for business ventures within the educational system as one of the cornerstones to increase the creation and consolidation of businesses, with the ultimate aim of improving social and economic development. This will motivate and train future entrepreneurs, who will have specific knowledge of business matters, and will promote the practical development of skills for entrepreneurship, such as initiative, creativity, responsibility, decision-making and teamwork. All of the aforementioned skills will be of use for future adults not only if they decide to set up a business project, but also -and above all- in the development of their social and working lives.

This panel debated the central figures of enterprise culture within the educational system, i.e. not only the **student** as the end-recipient, but **teaching staff** as a basic element in the creation of entrepreneurial spirit, innovation and creativity as one of the foundations of students' education.

All of which should be accomplished with the necessary tools for the purpose, specifically: **training of teaching staff and active methodologies**: project based learning / Service-Learning / APBL / school cooperatives that allow generation of real environments for learning (contact with entrepreneurs). Likewise, a necessary complement would be a strict, systematic assessment of the impact of this type of initiative on learning.

The panel members analysed the mistakes that are being made in the implementation of enterprise culture and basically coincided in a lack of **structured strategic plan**, the insufficient training of teaching staff to develop entrepreneurial skills, the distance from reality and the **lack of social recognition of entrepreneurship** (penalisation of failure).

It was interesting to discover the good practices employed by organisations in other parts of Spain and even in other countries, where an effort is being made to carry out joint, consensual initiatives that include all of the agents, institutions and bodies involved. The panel highlighted the existence of numerous institutions with identical objectives and actions that do not have a joint, coordinated plan of action as an example of bad practice.

Finally, the different national and international organisations and institutions composed a list of proposals that are need implementation to improve the promotion of enterprise culture within the educational system. Chief among these proposals were the creation of a **consensual strategic** plan to promote a

long-term enterprise culture, fostering the **creation of networks between educational institutions** to share good practices and the **collaboration and involvement of participating agents**: faculty administration, families and academic inspection services.

## GOOD PRACTICES IN ENTERPRISE CULTURE & SKILLS IN THE EDUCATIONAL SYSTEM:

- 🌐 Preparation of strategic plan.
- 🌐 Creation of networks between educational institutions.
- 🌐 Collaboration and involvement of participating agents.
- 🌐 Training of teaching staff.
- 🌐 Development and use of active methodologies.
- 🌐 Promotion of social recognition of the entrepreneur.

## 2 SPIN-OFFS AND TECHNOLOGY-BASED BUSINESSES, THE LINK BETWEEN UNIVERSITY AND THE BUSINESS WORLD

The term spin-off, referring to the creation of a business that arises from university research or within another mother firm, has some prime examples in Technology-Based Companies. This panel provided an opportunity to discuss the search for new and improved formulas for interaction in the University-Business relationship, analysing tools, models and facilities that strengthen Universities as the entrepreneurial idea-generating hub for innovative talent and projects.

Both Universities and large businesses show a great interest in the **creation of knowledge networks** with the aim of supporting new, innovative projects because mentoring this type of initiative enables small businesses to contribute solutions to challenges and problems that are posed not only by large multinationals but also by society.

For this reason, **early training in entrepreneurship** is important as is support (via **grants, tutelage, mentoring, academic guidance**, etc.) that provides an **effective transfer of technology and knowledge**. Measures should be put in place to facilitate access to both **funding** and available resources.

In reality, students (future entrepreneurs) have hardly any guidance about the market and the economic reality of the business world. If this is combined with insufficient planning and coordination between agents and university policies that do not highlight the creation of interdepartmental synergies, the result is a notable loss of opportunities.

**Training from an early age to the university stage** and the **stimulation of research and technological transfer** should also be complemented by policies that **encourage the creation of spin-offs**. **Public policies** that involve **trailblazing businesses** in academic entrepreneurship projects are necessary.

Finally, the panel highlighted the need to promote **cooperation initiatives** that foster entrepreneurship, whether through the creation of internal units at universities (such as OTRIS – Research Results Transfer Offices) or of external support units. In this respect, there are specific programmes that deserve mention as outstanding benchmarks (Andalucía Open Future, Fundación Repsol,...).

The panel also considered **specific support tools for spin-offs and research groups** that would enable access to premises and equipment as an essential factor to improve the creation of Technology-Based Companies.

## **GOOD PRACTICES IN SPIN-OFFS & TECHNOLOGY-BASED BUSINESSES, THE LINK BETWEEN UNIVERSITY & THE BUSINESS WORLD:**

-  Creation of knowledge networks.
-  Inclusion of trailblazing businesses.
-  Funding.
-  Stimulation of research and technological transfer of knowledge.
-  Promotion of spin-off creation.
-  Support tools for research groups.
-  Early training in entrepreneurship (grants, tutelage, mentoring, academic guidance).
-  Promotion of interdepartmental synergies at University.

## 3 FINANCE: BUSINESS ANGELS, FINANCIAL INSTITUTIONS AND OTHER MEANS OF FUNDING

Nowadays, there are a multitude of means of funding available on the market. However, this subject also raises many questions that need to be addressed, among which are what sectors are most attractive for investors and why this is so, the problems that both investors and entrepreneurs may encounter, or what happens when a business grows and needs large scale investment.

This panel sought to clarify the types of funding available on the national and international markets and to inform participants about them. Discussion focused on which options are most accessible and most useful, and identified the institutions or bodies that are devoted to funding businesses in specific sectors.

The panel highlighted that, in general, all of the participating organisations try to work in a way that favours access to funding, providing a connection between investors, entrepreneurs and institutions, using various mechanisms and instruments such as Business Angels, Crowdfunding, participation loans, seed capital, etc., in addition to support for entrepreneurs with liaison, training and advisory services.

It was agreed that **Public Administration constitutes a key tool** in its role of regulator and rule maker. The panel also highlighted other important tools such as the role of **ICTs in improving the search for funding**, of **mentors and managers**, of **training** and setting up **spaces and forums** to foster public-private sector collaboration and of **improving the tax regime**.

A key strategy mentioned was **implementation that adapts to the realities of the moment**, and the use of **instruments and suitable methodologies in the financial sphere**. In conjunction, and from a strictly public sector perspective, **administrative and bureaucratic obstacles need to be reduced**. Finally, there needs to be progress in the combination of training and information.

The panel concluded that there is a need for **greater public-private sector collaboration** that would produce **new alternative funding models**. The public sector should **make a clear commitment to entrepreneurs**, improving policies in entrepreneurship, simplifying bureaucratic administrative procedures, committing to risky projects and bringing about changes in the existing model of public funding and subsidies. Other areas of interest that arose from the discussion were the importance of **defining a full roadmap for a project**, **specialised qualification of all of the agents involved in the entrepreneurship ecosystem** and **training** focused on entrepreneur skills and capacities.

## **GOOD PRACTICES IN FINANCE: BUSINESS ANGELS, FINANCIAL INSTITUTIONS AND OTHER MEANS OF FUNDING**

-  Promotion of the role of Public Administrations.
-  Reduction of bureaucratic and administrative obstacles.
-  Progress in training-information combination.
-  Greater public-private sector collaboration.
-  Commitment to risky projects.
-  Training aimed at entrepreneurial skills and capacities.
-  Specialised qualification of all agents participating in the entrepreneurship ecosystem.

## 4 INTERNATIONALISATION OF SMES

Internationalisation is a key element to foster and develop competitiveness in our business sector. Andalucía Emprende, in collaboration with Extenda, the Andalusian Agency for Overseas Promotion, promotes an initiative designed to inform entrepreneurs in Andalusian SMEs about the business opportunities their projects may have on the international market and offers customised services to companies with a real potential for internationalisation.

In the current turbulent socioeconomic global context, **ongoing analysis of the circumstances of international markets** is essential, so that any overseas business initiative can be guaranteed success. The work undertaken by this panel aimed to determine **which factors intervene in business projects that achieve positive results in internationalisation**.

The panel identified the determining factors to start decision-making that will shape the route of any internationalisation process: the importance of an **exhaustive knowledge of the real market situation** by means of a combination of **empirical studies and the experience of projects already in situ**.

Thus, focus should be on **showcasing the know-how of projects** already undertaken and work should be based on the knowledge acquired during the internationalisation process by companies that are already consolidated on the target market.

Therefore, the **participation of the different agencies involved** whether public institutions or private organisations, is of great relevance and should involve coordinated, collaborative work to build bridges that optimise resources and can both support and consolidate

projects, bringing them together in a common platform of shared knowledge about the different stages of the internationalisation process.

**Technology** thus has an important role to play as the **medium that allows access to information and resources** on foreign trade that are not frequently found in a single place. It provides the possibility to centralise, select and update such resources, **creating virtual environments where communities can develop and set up knowledge networks, fostering the generation of synergies and business cooperation**.

On the other hand, the **professionalization of staff** involved in an internationalisation project is an essential matter; a higher level of **qualification and capacity building among staff can be acquired** not only through better, more in-depth training in this field, but also through the **exchange of business experiences and professional practices** at international level.

In addition to the all of the above, there is a need to **implement instruments that access public and private sector funding** and allow a business to begin a Plan of Internationalisation that **adapts to each stage of the process**.

Finally, the panel emphasised the importance of **encouraging an enterprise culture that considers internationalisation as the natural development of any project**, including this view from its inception, anticipating and fostering the circumstances that, when the time comes, will allow the step in the direction of new markets to be taken.

Such awareness of internationalisation may come from examples of successful models that encourage entrepreneurs to consider business development in other locations.

## GOOD PRACTICES FOR INTERNATIONALISATION OF SMEs:

- Continuous analysis of the circumstances of international markets.
- Showcase the knowhow of projects already undertaken.
- Favour the participation of the different agents involved.
- Encourage optimisation of resources.
- Create virtual environments.
- Promote the generation of business synergies and cooperation.
- Promote the professionalization of staff.
- Born Global businesses.
- Promote a business culture that considers internationalisation as the natural development of any project.
- Implement instruments to access public and private sector funding.
- Determine which factors combine to produce positive results in internationalisation of business.

## 5 PUBLIC SECTOR SUPPORT FOR THE CREATION OF BUSINESSES

There are a multitude of public institutions and bodies that provide services to entrepreneurs intending to undertake a new business venture or entrepreneurs who are at the stage of consolidating their company. In addition to other opportunities, the panel mentioned advisory services, training, business space, studies, awareness of business creation and funding. In order to improve cooperation between institutions in this field, it is important to know where they are located and their relationship with other public and private bodies.

The participating public institutions and bodies presented the different services on offer to entrepreneurs who are about to start a new business venture or consolidate their firms, outlining how each institution works and the possible proposals for improvements in implementation in their geographical area.

Among the extensive list of services offered by each institution, special note was taken of **full support throughout the value chain of a business** with: research into entrepreneurship, the promotion of enterprise culture, capacity building of entrepreneurs and technical staff, specialised advisory services, the provision of suitable infrastructure such as the nurseries of incubator-businesses and a reduction of administrative obstacles.

This requires a clear commitment to coordinated **public and private sector intervention**, with personalised initiatives of mentoring and advisory services which contribute to achieving better infrastructure, finance from specific funding and an appropriate tax regime, an **increase in the network of incubators and coworking spaces**, with emphasis on the importance of **encouraging training and education in entrepreneurship**.

The most common mistakes were seen to be **lack of coordination between the agents involved and an absence of strategic public planning** which, among other things, creates excessive paternalism, or support in quantity but not quality whilst, in some cases, penalising failure. Equally commented on was **excessive bureaucracy**, leading to response times that are not suited to the dynamics of a business venture and business deadlines. To correct these mistakes, the strategies that need to be taken into account should focus on implementing **greater interinstitutional coordination and cooperation between the public and private sectors**. Simultaneously, **awareness of enterprise culture should be encouraged**, with particular emphasis given to the educational system.

Likewise, **synergies should be encouraged** through the creation of networks, available instruments need to be adapted to the real-life situation and include the gender perspective, and **access to credit** should be made easier, as should other alternative forms of funding.

Improvements that should be considered are linking public and private sectors with **existing projects that seek to create awareness of and extend enterprise culture**; maintaining a medium-term monitoring of projects; creating areas for innovation in educational institutions; diminishing administrative obstacles; and generating on- and off-line areas for business coordination.

## GOOD PRACTICES FOR PUBLIC SECTOR SUPPORT OF BUSINESS CREATION:

- ④ Full support throughout the value chain of the business.
- ④ Increase the network of incubators as well as coworking spaces.
- ④ Encourage training and education in entrepreneurship.
- ④ Reduction of excessive bureaucracy.
- ④ Greater public and private sector institutional coordination and cooperation.

## 6

## PRIVATE SECTOR SUPPORT FOR THE CREATION OF BUSINESSES

There are a multitude of private institutions and businesses that contribute to society by providing services to entrepreneurs who intend to undertake a new business venture or those who are at the stage of consolidating their company. Theirs is an indispensable, necessary task for the market and complements the support given to SMEs from the public sector.

This panel highlighted the existence of **large corporations and private investors** in addition to other forms of private funding that have recently arisen, institutions that cover, among other fields, **advisory services, training, awareness of business creation and financial help**, in addition to other relevant services. The main role of these institutions takes on particular social relevance in the cases that public services cannot reach, whether through a lack of financial or logistic resources. On numerous occasions it is also the private sector that facilitates the development of specialised entrepreneurial proposals for minority sectors, which also imply greater risk.

Access to credit and the lack of innovation are two of the main hurdles or obstacles that entrepreneurs face when setting up a business. Nowadays there are many private institutions that aim to offer **mentoring and real collaboration for entrepreneurs**, among other services, helping gain access to **funding and new technologies**, and fostering the **creation of a social ecosystem** that benefits connections between agents. This also favours capitalisation of knowledge and identification of talent.

The panel identified **improvements in physical and technological infrastructure and in funding** as the main actions needed in this

sector. Mention was also made of fostering collaborative platforms of projects, whether public, private or both, that generate competitive advantages.

The panel noted a **lack of capacity building** combined with a rejection of constructive criticism and advisory services; in most cases there is no real business plan or strategy, unless it is short-term and based exclusively on public subsidies. There is an urgent need, from an early age, to nurture an enterprise culture that integrates the concept of “non-penalisation” of failure. Mention was also made of the importance of banishing the myth of failure as a negative concept, when it should be considered as a learning opportunity; and all of this should be combined with the need to give **prestige and professionalise the figure of the entrepreneur**.

Finally, particular emphasis was placed on fostering a **spirit of collaboration** and the creation of an entrepreneurship ecosystem alongside intrapreneurship. Fostering **public-private sector collaboration** and understanding should exist within a shared agenda which needs to be jointly exploited, not in terms of confrontation, but with an open attitude that generates synergies.

The panel's conclusions also mentioned the application of favourable tax regimes for entrepreneurship alongside greater information that facilitates the detection of real needs as a determining factor for business plans and fosters internal innovation. It should not be forgotten that the public and private sectors are different, but it is necessary to explore more channels of collaboration that benefit both spheres.

## GOOD PRACTICES FOR PRIVATE SECTOR SUPPORT OF BUSINESS CREATION:

- ④ Mentoring and real collaboration with the entrepreneur.
- ④ Creation of a social entrepreneurship ecosystem.
- ④ Improvement of physical and technological infrastructure and funding.
- ④ Prestige and professionalization of the figure of the entrepreneur.
- ④ Encourage spirit of collaboration.
- ④ Encourage intrapreneurship.

## 7 NURSERIES, HUBS, INCUBATORS, BUSINESS ACCELERATORS AND BUSINESS COOPERATION

Good practice in business acceleration nurtures company growth. This panel's aim was to define the role that incubators and business accelerators play, what their returns are for society, and to illustrate with examples those that have hosted successful projects. It is necessary to identify methods of coworking between business accelerators and analyse the principles on which start-ups are based.

The most significant examples and their current role, such as Andalucía Open Future and Mercadona's "Lanzadera", deserve attention; however, the relevance of smaller scale ventures should not be forgotten, neither should the fact that they may become indispensable at a local level for projects that have not been included in large incubators. As always, **universities** have a significant role to play in this field; first, as a channel for **communicating initiatives**, and secondly as a **centre for the inception of businesses**. In addition, this panel analysed the importance these instrument have in generating **synergies and business cooperation** between ventures.

The measures adopted in this type of programme usually consist of **comprehensive personal advisory services** and in **fostering synergetic relationships through networking** at all levels. More specific initiatives are also undertaken, such as **courses, events and support for technological projects**. Note was also made of the first, as yet incipient, highly-specialised accelerators, which are considered significant for the greater degree of proximity to the reality of each project they provide.

These acceleration facilities promote an **open attitude of innovation** and sharing not only knowledge but also experience and experiences.

The services offered in accelerators and nurseries seek to **create personalised itineraries, quality advisory services and mentoring of a project from its inception to its consolidation**. Moreover, they are rooted in providing businesses with the possibility of **creating networks of contacts** by means of high-level networking at local, regional, national and even international level. All of the services are ready for use, so the entrepreneur has only to focus on making his or her business grow.

The panel identified failings, such as the need to improve to encourage: **knowledge of languages** among founders of start-ups; the impulse to **create clusters**; funding that is appropriate to each phase of a project with the consolidation and expansion of **project funding networks**; consolidation of **mentoring methods** that are suitable for our reality with advisory services that are tailored to each stage of a project; an effective connection between physical spaces and the businesses that occupy them with event and coworking areas structured in different strategic areas; and continuous improvement in the capacities of founders of businesses, with specific programmes focused on their needs.

The participants highlighted that the main mistakes are related with shortfalls in some values that they consider essential to achieve leadership in innovative entrepreneurship.

Thus, the panel identified the **insufficient continuity of projects once they leave the incubator** and, while in the incubator, the patent **lack of experience and specialisation among personnel** and of business sense

among entrepreneurs, who do not design a realistic plan of their idea.

On the other hand, the accelerators themselves should show greater cohesion and be more communicative with each other. This often means that there is a lack of objectivity in the selection of businesses to include in incubators and accelerators.

## GOOD PRACTICES IN NURSERIES, HUBS, INCUBATORS, BUSINESS ACCELERATORS & BUSINESS COOPERATION:

- Widen funding networks.
- Generate synergies and cooperation with business.
- Provide comprehensive personalised advisory services.
- Encourage synergetic relations through networking.
- Promote an open innovation attitude.
- Create networks of contacts.
- Promote universities as a communication channel and centres of business inception.
- Create personalised itineraries, quality advisory services and mentoring of a project from inception to consolidation.



## R&D+I, PATENTS AND BRANDS

What is innovation? What is the task of university and study centre research groups? How can their achievements affect business and society as a whole? How can the transition be made from academic research to the national productive fabric? These were the main questions addressed by the panel on this theme.

This panel was composed of experts in innovation who are involved in different phases of the value chain. Together they analysed, discussed and proposed measures for strategic convergence between research groups in Universities, Centres for Studies, Public Administrations and Businesses. The objective was to optimise in-depth **penetration** of the **innovation** value chain concept throughout **society** as a whole.

The consensus conclusion was that one of the key tools to achieve this objective would be the creation of **specialised clusters**, with spin-offs and research centres that generate synergies between themselves, in turn promoting the generation of **protocols or methods** to transfer R&D+I projects to businesses. These clusters should have close links with the educational system to foster the generation of an **ecosystem of innovation**.

An in-depth consideration led to a consensus about the other **tools** needed to reach the initially stated objective, which are as follows:

**Logistics:** that promotes connections between existing science and technology parks with each other and with other agents of knowledge at state level. Within this field, the panel highlighted the need for the support of Patents Offices, to facilitate an agile process and a reduction of the

administrative costs of the processes and procedures associated with patents, in addition to standardised basic documents in the transfer process.

**Finance:** due to the current obstacles surrounding access to financial resources, new political plans that promote R&D+I and the development of financial support models that directly connect investment with the researcher, linking the flow of incentives or funding to results or skills. Likewise, it is indispensable to promote greater public investment, improving the existing tax structure and implementing efficient tax incentives for business projects that include R&D+I initiatives.

**Educational tools:** for a more advanced and innovative society it is essential to have more basic training in the management of innovation and the creation of more mechanisms that boost networking between universities, technology centres and businesses. Likewise, an enterprise culture of innovation should be fostered from the earliest stages of the education system.

These three pillars of need to be brought together in a common strategy based on continuous dialogue between the public and private sectors in order to create new tools for cooperation and optimise those that already exist, so as to generate the aforementioned entrepreneurship ecosystem.

## **GOOD PRACTICES IN R&D+I, PATENTS AND BRANDS:**

-  In-depth penetration of the innovation value chain.
-  Creation of specialised clusters.
-  Generation of protocols or methods to transfer R&D+I projects to businesses.
-  Generation of an innovative ecosystem.
-  Cost reduction of administrative processes and procedures for patents.
-  Connection between scientific and technology parks.
-  New R&D+I development plan policies.
-  Implementation of efficient tax incentives for business projects with R&D+I initiatives.
-  Basic training in innovation management.

## 9 INNOVATION AND SOCIAL ENTREPRENEURSHIP, THE SOCIAL SECTOR OF THE ECONOMY

The search for responsible models of social and environmental development in recent years has brought with it a strong impulse for social businesses to make their social vocation compatible with their economic activities. This is not limited exclusively to developed countries; there is an increasing amount of social entrepreneurship undertaken in contexts of economic poverty, aimed at obtaining social benefit and promoting human development.

This panel debated economic and social innovation; it shared advanced methods, good practices and new projects with a broad, inter-related vision of innovation-entrepreneurship-social economy; it considered the need and importance of inter-cooperation and cooperation networks between social institutions.

This highlighted the **value of business initiatives of a social nature** that contribute to the **integration of sectors at risk**. In common with other panels, this group mentioned the need for **training** in the sector and the promotion of **entrepreneurship with a collective focus**, using previous projects as a reference.

To reach objectives, organisations ask for more **public and private sector collaboration, greater legal coverage** and the spread of good practices, promoting them in the educational context.

The participating institutions and organisations debated and shared ideas on the diversity of tools currently available on the market and in society, although for the most part what was identified was the necessity for **suitable legislation**, public funding tools and

the **need for public institutions committed to entrepreneurship from a social innovation perspective**.

The panel proposed **the creation of productive networks** of cooperatives at regional government level, through which the market could be accessed with real authority for the social economy sector.

The panel analysed **mistakes** made that prevent achievement of objectives, an essential basis upon which to outline projects and attempt to bring them to fruition. This group noted the confusion that exists between “profit-making” and business and noted that the concepts are not incompatible.

In this respect, it was commented that **many projects** lack real professionalism and form part of the **fashion for social economy projects but do not have the backing of a sustainable business plan**.

It was pointed out that there is a **lack of coordination, cooperation and solidarity** among administrations and agents in this sector. On the whole, these were the main hurdles identified, but at a grass-roots level there is **insufficient interactive communication and a lack of community vision**.

There was unanimous agreement on the need to implement a series of strategies that form a basis for social entrepreneurship initiatives. Among these, one of the main policies to be tackled would be to **establish specific regulations**.

It is understood that tax incentives should be offered to businesses that contribute to the

general good, as well as a reduction in legal obligations so as to encourage the creation of entrepreneurial projects connected with the social economy. The **inclusion of social clauses in public sector contracts** and a simplification of administrative procedures are matters of urgency. Training and education are essential and therefore the panel considered measures that would **promote education in ethical entrepreneurship values**.

Finally, a series of measures was outlined, giving preference to those with real social impact, taking leading institutions as a reference and including technological innovation in projects, **social innovation accompanied by investment in technology**, the creation of an official set of good practices guidelines, and inter-cooperation between projects in the sector with mutualisation to **achieve economies of scale**.

## GOOD PRACTICES IN INNOVATION AND SOCIAL ENTREPRENEURSHIP, THE 4th SECTOR:

- 🌐 Showcase business initiatives of a social nature.
- 🌐 Promote entrepreneurship from a collective perspective.
- 🌐 Public and private sector collaboration.
- 🌐 Greater legal coverage.
- 🌐 Greater coordination, cooperation and solidarity.
- 🌐 More dialogue and community vision.
- 🌐 Establish specific regulations.
- 🌐 Inclusion of social clauses in public contracts.
- 🌐 Education in ethical entrepreneurship values.
- 🌐 Social innovation with technological innovation.
- 🌐 Inter-cooperation between projects in the sector.
- 🌐 Achieve economies of scale.

## 10 OBSTACLES TO ENTREPRENEURSHIP

Year after year, comparative analysis data of the entrepreneurship index shows Andalusia to be above the national average for Spain. The GEM (Global Entrepreneurship Monitor) indicates that we are a land of entrepreneurs where many good ideas are born and successful projects are undertaken. Fostering a spirit of innovation and business enterprise is a key element in public sector entrepreneurship policies, as is knowledge of the importance that such policies have for the social and economic development of regions, and as a fundamental element for fostering innovation, the basis for competitiveness.

Even so, **many obstacles remain that impede the inception and development of entrepreneurial activity**; the DOING BUSINESS report locates our country in 34th place among 189 international economies and we see that there are a multitude of hurdles that threaten, or even prevent, more rapid, positive advances in this field.

The panel considered that the activities of the whole entrepreneurship ecosystem should be more agile and flexible when it comes to interacting with potential entrepreneurs, moving closer to their real needs, such as **reducing the bureaucracy of administrative procedures and the timeframes necessary to set up a business**, developing regulations, coordinating efforts and facilitating resources. The figure of the entrepreneur should always been seen as positive, in the educational system and in society as a whole.

To achieve the objectives set, entrepreneurs should be provided with installations, have **specialised technical staff to tutor their projects** in order to **develop their capacities**, and be able to access **spaces for innovation**

they can incubate new ideas and create new projects.

On analysing mistakes that prevent achievement of objectives, the panel indicated the **lack of coordination between administrations**, the need for new, tailor-made public and private financial instruments to set up new businesses, the lack of financial education and the insufficient appreciation in society of the figure of the entrepreneur and the values that attempting a business venture represent.

**Strategies** should be established with the aim of improving achievement of objectives, so that obstacles to entrepreneurship gradually diminish. This should be based on **simplification of administrative procedures** to setting up a business; **improving regulations** in the areas of tax and social security during the initial years of a business, in keeping with other European countries; and the formal implementation of **fostering enterprise culture** at all stages within the **educational system** as a cross-cutting subject. **Cooperation between science and business** should be promoted so as to increase the number of start-ups that arise from university research.

The participating organisations propose a series of **measures** aimed at eliminating the hurdles encountered by entrepreneurs, so that a venture can successfully achieve its objectives: establish systems to improve education about and the **motivation to become an entrepreneur**; provide **technical support for validation of business ideas** and to prepare business plans in an attempt to reduce risk; make public and private **tailor-made financial**

**instruments** available, with a reduction in guarantees, like risk capital, crowdfunding, microcredits; create **entrepreneurship support networks among** institutions, promoting **events for encounters**; create **one-stop shops for businesses**; increase the infrastructure to create **coworking spaces**; promote **online administrative processes**, digital tools and simplify administrative procedures.

## GOOD PRACTICES IN OBSTACLES TO ENTREPRENEURSHIP:

- 🌐 Make entrepreneurship ecosystem more flexible and agile.
- 🌐 Reducción de la burocracia de trámites y plazos a la hora de crear empresas.
- 🌐 Reinforcement of the figure of the entrepreneur as positive value.
- 🌐 Specialisation of technical staff in project tutoring.
- 🌐 Greater coordination between administrations.
- 🌐 Simplification of administrative procedures to set up businesses.
- 🌐 Improvement of tax and social security regulations for initial years of business.
- 🌐 Strengthen science-business cooperation.
- 🌐 Motivation to undertake business.
- 🌐 Facilitation of financial instruments.
- 🌐 Creation of one-stop shops for businesses.
- 🌐 Reduction in bureaucracy of administrative procedures and deadlines when creating businesses.
- 🌐 Implementation of formal encouragement of enterprise culture as cross-cutting theme at different stages in education system.

## 11

## COMMUNICATION AND DISSEMINATION OF ENTREPRENEURSHIP

Communication plays an important role in the world of entrepreneurship as a good or bad use of resources and channels, and the quality of information, have repercussions; it is vital to adopt a communication strategy because it can contribute to the success or failure of the policies adopted.

One of the subjects addressed by this panel was the need for public bodies to create **programmes and legislation** that in themselves serve as a means of promoting and spreading entrepreneurship in society, i.e. establishing a good or bad image of the entrepreneur and business person is a responsibility of public authorities. All of the participants confirmed that society's current image of businesspeople does not reflect reality, and that the authorities have a vital role to play in bringing this perception closer to reality.

Throughout the discussion, panel members coincided in the need to **not mythologise the figure of the entrepreneur**, examples of **both success and failure** should be spoken about **transparently**; the panel thus considers it essential that information should come from **reliable sources**, and vital that the **specialist media** have easy access to information, know how to construct a newsworthy item from the initiative itself, and creatively communicate it through the most suitable medium.

The journalists on the panel also insisted that not everyone is capable of transmitting information about entrepreneurship in a critical and truthful way, and that **specialisation** avoids lessening the value of the news story.

The panel insisted that, in the same way as there are specialist thematic programmes,

there should be programmes, or even channels, devoted to entrepreneurship in the broadest sense of the term (individual, social, generational, collective, etc. entrepreneurship).

From the perspective of the contribution of the different administrations of public authorities and institutions related with entrepreneurship, the panel coincided that it is important to **foster enterprise culture from the earliest stages of the educational system** so that the concept of entrepreneurship becomes common in society, but with a clear, **direct connection to reality, the market and training** by means of tutoring, training and motivation from businesses.

However, such a **strategic plan for education** from school to university must be spread using all of the available **channels: social networks, street signs (QR codes), tours of innovation areas, and traditional methods**, which everyone coincided were losing the importance that they should be given. There should also be guarantees that the **public as a whole has access to information**, thanks to the **democratisation afforded by new technologies**.

On another note, the main mistakes identified were the **distorted**, mythologised **image of what an entrepreneur is**, with the wrong media selected to communicate the idea because the specialised resources to correctly deal with this image in the different media do not exist.

To overcome these obstacles and correctly communicate entrepreneurship, there should be a **Pact for Entrepreneurship between public bodies and the media**, facilitating access of entrepreneurs to the media and vice versa in order to **obtain truthful, contrasted information**.

Likewise, it is crucial to **educate society about entrepreneurship** and **foster specialisation of journalists** within agencies so that they can suitably inform on this subject.

In conclusion, it is important to **establish guidelines for relations between the media and the world of business** to improve the image of entrepreneurship and work with transparency; all of which should be done by means of specialisation within the profession so that information can be correctly communicated at the same time as work on **fostering an enterprise culture** continues to be the cornerstone of the future of the business world from the educational system.

## GOOD PRACTICES IN COMMUNICATION & DISSEMINATION OF ENTREPRENEURSHIP:

- Specialised media.
- Real, direct communication of reality, market and training.
- Use of new and traditional channels.
- Values training in society.
- Do not mythologise figure of entrepreneur, need for transparency about both successes and failures.
- Establish legislation on relationship between media and the business world.
- Pact for Entrepreneurship between public bodies and the media.





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