



LEEDS  
BECKETT  
UNIVERSITY

---

Citation:

Topic, M and Devins, D (2019) COMPETE IN: The International Best Practice Review. Project Report. Interreg Europe, Leeds.

Link to Leeds Beckett Repository record:

<https://eprints.leedsbeckett.ac.uk/id/eprint/5816/>

Document Version:

Monograph (Published Version)

---

The aim of the Leeds Beckett Repository is to provide open access to our research, as required by funder policies and permitted by publishers and copyright law.

The Leeds Beckett repository holds a wide range of publications, each of which has been checked for copyright and the relevant embargo period has been applied by the Research Services team.

We operate on a standard take-down policy. If you are the author or publisher of an output and you would like it removed from the repository, please [contact us](#) and we will investigate on a case-by-case basis.

Each thesis in the repository has been cleared where necessary by the author for third party copyright. If you would like a thesis to be removed from the repository or believe there is an issue with copyright, please contact us on [openaccess@leedsbeckett.ac.uk](mailto:openaccess@leedsbeckett.ac.uk) and we will investigate on a case-by-case basis.



LEEDS  
BECKETT  
UNIVERSITY



European Union  
European Regional  
Development Fund

## **COMPETE IN: The International Best Practice Review**

Martina Topić & David Devins

## Executive Summary

The purpose of this report was to provide a narrative of what is happening in the world in regards to the internationalisation of regions and territories, and how successful cases managed to achieve success in attracting investments and/or increasing exports.

To that end, an analysis of international best practice was conducted, and 10 cases have been selected for the analysis, Canada (Ottawa), China (Chengdu), Brasil (national initiative), USA (Boston), Australia (Queensland), Canada (Quebec), USA (California Silicon Valley), Mexico (ProMexico), UAE (Smart Dubai), and USA (Florida). In addition, an analysis of practice promoted by COMPETE IN partners has also been conducted, e.g. **Italy** (Consortia Initiative, ERGO Initiative, The Innovation Park, Partnership with South Africa), **Poland** (Silesia Voivodship, Katowice special economic zone, Silesian Investor and Exporters Assistance Centre), **Spain** (REDIT, VIT Emprende), **Sweden** (ICT Meta Cluster, TRIP), **UK** (Trade mission to China, First Bondholder Scheme).

A common framework has been used to describe the best practice initiatives, and this includes the purpose of the intervention, key actors and their roles, beneficiaries, key services, enabling factors, and outcomes and impact. This framework has been applied to analyse both international cases and COMPETE IN existing initiatives.

The analysis shows that a variety of initiatives is being offered by international organisations, and activities offered range from business mentorship and support to establishing collaboration with universities and research centres, all the way to offering incentives to potential investors. COMPETE IN partners offer similar services as international best cases, and thus public authorities in Europe (as main enablers) lead on internationalisation and development, which is in line with trends recognised in the academic literature on internationalisation.

## List of Tables

Table 1. Selected International Best Practice Cases	6
Table 2: A Summary of Best Practices in COMPETE IN Project	7
Table 3. Summary of International Best Practice per Initiatives	14
Table 4. Enablers for International Case	16
Table 5. Summary of Practice amongst COMPETE IN Partners	17
Table 6. Invest Ottawa Initiative	27
Table 7. Boston: Life Sciences Corridor Initiative	29
Table 8. Chengdu and Chongqing Initiative	31
Table 9. APEX Brasil Initiative	35
Table 10. Advance Cairns Initiative	39
Table 11. Quebec International Initiative	45
Table 12. Florida REDI Initiative	51
Table 13. California Silicon Valley Initiative	56
Table 14. ProMexico Initiative	60
Table 15. Smart Dubai Initiative	65
Table 16. CONSORTIA INITIATIVE: Regional Programme for Productive Activities	68
Table 17. ERGO INITIATIVE: ‘Emilia Romagna Going Global’	69
Table 18. INVESTINER Initiative	70
Table 19. The Innovation Park, International Hub for the Attraction of Investments, Business and Talents	72
Table 20. Partnership with South Africa (‘From Solidarity to Economic Development’)	74
Table 21. Katowice Special Economic Zones	75
Table 22. Wielkopolska Regional Investors and Exporters’ Service Centre	76
Table 23. Silesian Investor and Exporters Assistance Centre	77
Table 24. The REDIT Network	78
Table 25. VIT Emprede	79
Table 26. ICT Meta Cluster	80
Table 27. TRIP –The Regional Innovation Internationalisation Project	81
Table 28. Trade Mission to China: Partnership with Xiangyang	81
Table 29. Wakefield First Bondholder Scheme	82

## **Table of Contents**

Rationale and Method .....	5
Introduction: The Main Models and Debates on Internationalisation .....	8
International Case Studies Review .....	13
Overview of Practice in the COMPETE IN project.....	17
Conclusion .....	21
References.....	22
APPENDIX I .....	27
APPENDIX II.....	68

## Rationale and Method

The purpose of this report was to provide a narrative of both ‘what is happening’ and ‘how this came about’, when it comes to internationalisation of businesses and supporting regional economic development. In that, the report critically analyses elements of international best practice taking into consideration diversity of initiatives, such as focusing on attracting foreign investments, encouraging export, or both. In addition, the report analyses international best practice against current practice of project partners of the COMPETE IN project, as well as against the academic literature on trends and main models present in processes of internationalisation, regionalisation and territorialisation. Nevertheless, existing practice of COMPETE IN partners has been also analysed against COMPETE IN parameters, such as attracting investments, penetration of territories and forming international partnership.

The report adopts a comparative approach to analysis of the partner initiatives in COMPETE IN project, and international cases of internationalisation of regions and territories. This method is particularly suitable in comparing various practices and drawing recommendations for further development. For example, Hurst (2004, p. 2) set out “to determine how ethics and CSR practises of European-based companies compare to US-based companies” while Golob and Bartlett (2006, p. 2) undertook a “comparative study of two countries in different world regions”. The rationale for comparative studies is that “such comparative studies can give an overview (...) in different parts of the world that seem geographically and culturally distant but are, simultaneously, the marketplace for the same global companies” (Golob and Bartlett, 2006, p. 2). In the same way, a comparative method helped in analysing existing project practices against the literature and against international cases, which then informed conclusions and recommendations on the best future practice(s).

In this report, the introduction provides a brief overview of academic literature. The literature was analysed in regards to internationalisation, regionalisation and territorialisation. The purpose of the literature review is to illustrate previous and existing debates, in order to capture main elements of successful internationalisation processes for SMEs, as well as challenges on the way towards internationalisation and maximisation of economic development. The literature review informs analysis of existing partner’s practices, as well as international case study analysis. In addition, this literature review forms the backbone of the research on enabling factors, which will be analysed and discussed in the subsequent report of the COMPETE IN project.

Against the literature review backdrop, it has been identified that main factors of internationalisation are learning, networking, knowledge and use of resources, relationship development and understanding. On the other hand, main enablers supporting internationalisation of regions are local authorities and the activities need to be centred on learning and the exchange of knowledge.

Therefore, we have firstly analysed international case studies, and these studies are selected based on their merit and perceived success. Case studies were identified using the Google search, and keywords used were ‘internationalisation’, ‘regionalisation’, and ‘case study’. Since majority of cases that appeared in initial searches only delivered results from the Western hemisphere and from the most known case studies, such as California’s Silicon Valley, additional search was performed by adding county names to the search. The additional search

included countries in other continents such as Australia, Asia, South America and the Middle East.

In total, 10 cases have been identified as most relevant for this report. The identified cases encompass a variety of initiatives, i.e. inward investment orientation, exporting, and both inward investment and exporting, and this selection was done in order to capture most relevant developments in the field. In addition, each international best practice is analysed against COMPETE IN parameters (attraction of investments, penetration of territories and forming international partnerships).

**Table 1. Selected International Best Practice Cases**

<b>Country (region)</b>	<b>Inward Investment</b>	<b>Exporting</b>	<b>Attraction of Investments</b>	<b>Penetration of Territories</b>	<b>International Partnerships</b>
Canada (Ottawa)	✓		✓		
China (Chengdu)	✓		✓		✓
Brasil (national initiative)	✓	✓	✓		
USA (Boston)	✓		✓		✓
Australia (Queensland)	✓		✓		
Canada (Quebec)	✓	✓	✓		
USA (California Silicon Valley)	✓		✓		
Mexico (ProMexico initiative)	✓		✓		
UAE (Smart Dubai)	✓	✓	✓		✓
USA (Florida – REDI Initiative)	✓	✓	✓		

The framework used for analysing international practice included a common framework with the following categories: context, purpose, key actors and their role, beneficiaries, key services, enabling factors, and outcomes and impact. Sources to the information are also provided in each table (see Appendix I).

The initiatives are analysed against identified parameters proposed by the Uppsala model and the Innovation relationship model, as identified in the next section of this report, which focuses on reviewing the literature review. In addition, the project partner’s initiatives are analysed against both the literature and the international best practice. In that, we have synthesised

existing practices of partners in the COMPETE IN project, and analysed activities are available in table 2 below.

**Table 2: A Summary of Best Practices in COMPETE IN Project**

Country	Name	Inward Investment	Exporting	Attraction of Investments	Penetration of Territories	International Partnerships
Italy	CONSORTIA INITIATIVE: Regional Programme for Productive Activities		✓		✓	
Italy	ERGO INITIATIVE: 'Emilia Romagna Going Global'		✓	✓	✓	✓
Italy	Attraction and promotion of investments in Emilia-Romagna (INVESTINER)			✓		
Italy	PARTNERSHIP WITH SOUTH AFRICA ('From Solidarity to Economic Development')	✓	✓	✓		✓
Poland	IMPROVING SMEs COMPETITIVENESS POLICIES: International Cooperation Silesia Voivodship	✓	✓	✓		✓
Poland	Katowice Special Economic Zones	✓		✓		
Poland	Silesian Investor and Exporters Assistance Centre	✓	✓		✓	✓
Spain	The REDIT Network		✓	✓		
Spain	VIT Emprende		✓	✓		✓
Sweden	ICT Meta Cluster	✓	✓		✓	✓
Sweden	The Regional Innovation Internationalisation Project (TRIP)		✓		✓	✓
United Kingdom	Trade Mission to China: Partnership with Xiangyang		✓			✓
United Kingdom	Wakefield First Bondholder Scheme		✓	✓		



The analysis of partner's initiatives is based on secondary information made available by project partners. A common framework is used for the analysis and this framework is the same as with the analysis of international best practice, i.e. context, purpose, key actors and their role, beneficiaries, key services, enabling factors, and outcomes and impact.

The report therefore continues with the introduction, where main models and debates on internationalisation are analysed. The subsequent part of the report engages with analysing international practice, and the cases selected present a diversity of initiatives in terms of enablers and services offered. The cases are analysed against the literature discussed in introductory part of this report. Next, the report analyses practice of COMPETE IN practice and this practice is analysed against international practice and the literature. Finally, the report offers conclusion and recommendations.

## Introduction: The Main Models and Debates on Internationalisation

Internationalisation has been a subject of interest since 1990s, when academics and politicians started to question existing economic models. It was at this time that entrepreneurship, seen as a catalyst for economic development, became more prominent on the public agenda. In other words, issues such as “international decision-making and management, the development of international activities, and factors favouring or disfavouring internationalization” (Ruzzier et al, 2006, p. 476) are becoming more prominent in debates on how to internationalise economies.

While internationalisation as a concept has been around for decades, internationalisation no longer encompasses concerns of large businesses only, but also SMEs. This is because an increasing number of SMEs are getting involved (or trying to do so) with internationalisation, and this particularly applies to SMEs from emerging markets and undeveloped regions, which are trying to achieve competitiveness and national development (Bianchi et al, 2018; Galvao et al, 2018; Pena-Vinces et al, 2017; Tulio et al, 2015; Huggins & Strakova, 2012; Ruzzier et al, 2006; Nummela et al, 2006; Javalgi et al, 2011; Konopielko & Bell, 1998; Thwaites & Wyncarczyk, 1996). The debate on how to internationalise SMEs is ongoing until the present day, because there are still many regions in Europe and the wider world, which are underdeveloped and thus not meeting their full potential. The internationalisation is thus seen as “...the behavioural processes associated with the creation and exchange of value through the identification and exploitation of opportunities that cross-national borders” (Styles & Seymour, 2006, p. 134).

The internationalisation of businesses was firstly affected by the growth of low-cost technology, which connected people across borders. Increased connectivity also increased information processing, and thus people started to communicate more, which opened business opportunities. Nevertheless, the fall of Communism made internationalisation even more prominent (Acs et al, 2001; Ruzzier et al, 2006). In addition, it is agreed that “a large number of internationalisation activities in emerging markets are handled by small firms, which are prone to many barriers and constraints associated with operating in the global market place” (Bianchi et al, 2018, p. 202). The emerging markets are becoming increasingly relevant because they use economic liberalisation for their growth, however, at the same time firms from emerging markets are “confronted with weak market structures, poorly specified property rights and changing institutional environment” (Bianchi et al, 2018, p. 202; see also Pisani, 2009).

There are many different ways to understand internationalisation, and these views are mostly concentrated on *networks and relationship understandings*. For example, Johanson and Mattsson (1993) understand internationalisation as “cumulative process, in which relationships are continually established, maintained, developed, broken and dissolved in order to achieve the objectives of the firm” (p. 306). On the other hand, Ahokangas (1998) proposed a definition of SME internationalisation “in terms of resources within the natural context (e.g. within a firm’s network)”, and this definition means that internationalisation should be understood as “the process of mobilizing, accumulating, and developing resource stocks for international activities” (cited in Ruzzier et al, 2006, p. 479). This furthermore means that internationalisation can be oriented towards inward and outward, but it can also be cooperative (Ruzzier et al, 2006).

The most commonly known and widely cited model, used for explaining the process of internationalisation, is the so-called *Uppsala Internationalisation model* (U-model). This model was initially developed during 1970s in Sweden and Finland by Johanson and Wiedersheim-Paul (1975), and it was later updated by Johanson and Vahlne (1977; 1990). Internationalisation is, in this model, linked to learning, and some authors also linked it with lifelong learning concept and participation in knowledge exchange (Devins et al, 2008; Holden et al, 2002; Devins & Gold, 2002; Devins et al, 2001). In other words, company’s internationalisation increases with different types of learning. Johanson and Vahlne thus proposed that “the general and experiential market knowledge and resource commitment of firms affect commitment to foreign markets in the subsequent cycle”, and this implies that “firms increase their international involvement in small incremental steps within those foreign markets in which they currently operate. Firms will then enter new markets lying at a greater ‘physic distance’ due to differences in languages, education, business practices, etc.” (Ruzzier et al, 2006, p. 482). In the Uppsala model, international market is consisted of the committed resources, as well as degree of commitment (ibid).

While the Uppsala model is up to today considered as the most influential and the most useful model explaining the process of internationalisation, it is not entirely applicable because some firms are nowadays born international, and are thus called *international new ventures* (McDougall, 1994; Oviatt and McDougall, 1994; 1995; Ruzzier et al, 2006; Cunningham et al, 2012; Langseth et al, 2016). This is why the Uppsala model has been expanded to include a network perspective. This means that the “extension of model involves investments in networks that are new to the firm, whereas penetration means developing positions and increasing resource commitments in networks in which the firm already has positions. Thus, if the relationships between firms are seen as a network, it can be argued that firms internationalise because other firms in their (inter)national network are so doing” (Ruzzier et al, 2006, p. 484). Nevertheless, the emergence of new international ventures is conditioned by “globalisation, new communication and process technologies and the growth of international networks” (Cunningham et al, 2012, p. 247; see also Knight & Cavusgil, 1996). These enterprises are seen as organisation that, “from inception, seek to derive significant competitive advantage from the use of resources and the sale of output to multiple countries” (Wright et al, 2007, p. 1017). This expansion goes in line with already intensified debates on network society in which people are more connected than ever, and majority of both personal and business interactions occur online (Castells, 1996; Van Dijk, 2012).

Another model often used to debate internationalisation is the Innovation-related model (I-model), and in this model each stage of internationalisation of a firm is considered as innovation (Gankema et al, 2000). The focus of this model is on exporting goods and services, with particular focus on SMEs. Thus, this model is sometimes deemed as very suitable for analysing strategies of SMEs in their efforts to internationalise their businesses. In this model, there are three crucial stages of development of internationalisation, “pre-export stage”, “initial export stage” and the “advanced export stage”, and each of these stages are conditioned with “individual learning and top managers as important aspects in understanding a firm’s international behaviour” (Andersson, 2000, cited from Ruzzier et al, 2006, p. 483). Existing research has suggested that exporting “is a necessary ingredient ensuring the survival and growth of small firms” (Westhead et al, 2002, p. 39), and since survival of SMEs is closely linked with job creation, policy makers and practitioners are encouraging more SMEs to engage with exporting their goods and services abroad.

Nevertheless, these two models combined can provide a good overview of the internationalisation process. This is especially the case because an updated version of the Uppsala model places an emphasis on “gradual learning and the development of market knowledge through interaction with networks” (Ruzzier et al, 2006, p. 484). In this case, the position of companies in networks can be considered in a twofold way, “micro (firm-to-firm) or a macro (firm-to-network) perspective”, which furthermore means that, “firms are interdependent both through co-operation and competition” (Ruzzier et al, 2006, p. 484).

In general, there seems to be an agreement that internationalisation of SMEs is conditioned with networking and the long-term success depends on international orientation (Cunningham et al, 2012). The extent each SME will internationalise depends on previous experiences such as “international travel, being born abroad, having studied or worked overseas, access to global networks or foreign language capabilities” (Cunningham et al, 2012, p. 247, see also Madsen & Servais, 1997). In addition, Barney (1991) argued that companies that have rare and valuable resources will have a competitive advantage, and thus the challenge remains in internationalising those SMEs that provide goods and services that are not seen as rare. In addition, there is also a common agreement that internationalisation also depends on *knowledge and the use of knowledge and resources*. Knowledge Based View (KBV) model pays particular approach to this, and this model also looks at how particular models evolve and develop over time (Barney, 1991; Cunningham et al, 2012). This view is in relation with already mentioned network approach perspective, linked to growth of international new ventures, which are enterprises born international. However, an extent to which SMEs will internationalise depends not just on networking but also on the knowledge and experience, as well as the ways in which this experience and knowledge are applied in the internationalisation process (McDougall et al, 2003). Entrepreneurial tem and their knowledge and experience are seen as crucial, and these experiences capture everything from marketing, international work experience, to previous new venture experience (Westhead et al, 2001; Cunningham et al, 2012).

Newer studies also started to add to the above debates and emphasise the role of family influence in SMEs. For example, there is a growing empirical evidence that family firms tend to be less internationalised than those with investors and more staff members in managerial positions (Monreal-Perez & Sanchez-Marin, 2017). The reason for this is that family-controlled firms worry about losing control of the business (Fernandez & Nieto, 2005; Graves & Thomas, 2006; Merino et al, 2015; Monreal-Perez & Sanchez-Marin, 2017). Nevertheless, family-

controlled SMEs often suffer from poor management due to the lack of expertise, and this is also conditioned with family's worry of the loss of control over business (Graves & Thomas, 2006; Menendez-Requejo, 2005; Merino et al, 2015; Holden et al, 2003). In addition, when it comes to transitional regions (such as post-Communist Europe), many SMEs do not have resources or knowledge, which are required for international development (Aulakh et al, 2000; Meyer & Peng, 2005; Stoian et al, 2016; Wever & Stam, 1999).

In summary, commitment to internationalisation is “generally defined as the willingness of a firm's management to devote appropriate financial, managerial and human resources to internationalisation activities” (Bianchi et al, 2017, p. 203; see also Nummela et al, 2006; Lages & Montgomery, 2004; Cavusgil & Zou, 1994). However, the question remains to what extent SMEs want to internationalise and what happens with SMEs who would like to get involved but come from poorly developed regions, and thus has very little knowledge and resources on how to internationalise their business. Therefore, latest academic work suggested that “training and education for entrepreneurship are seen as facilitators of economic development (...) and a way to develop the abilities and entrepreneurial skills of individuals” (Galvao et al, 2018, p. 18).

### Regionalisation and Territorialisation

Regionalisation as a term and a policy has been around for a while. Thus, some authors call recent focus on regionalisation policies as a return of regionalism, which has regained its place in spatial analyses (Moulaert & Mehmood, 2010; Macleod & Jones, 2007). In 1997, Michael Storper declared that we live in a regional world, and he saw regions as building blocks that connect the globalised world (Storper, 1997). Other authors keep confirming this view, arguing that far from regions diminishing because of globalisation, they seem to be becoming stronger and more relevant than ever (Harrison, 2013).

Spatiality has a prominence in debates on regionalisation and territorialisation, because spatial spillovers are seen as a form of externalities, which could drive entrepreneurial activities. This is because different values, cultures and traditions drive spatial spillovers, and when this information is exchanged locally it is believed that administrative borders become artificial. Thus, entrepreneurship that spills over has an impact on economic growth (Cravo et al, 2015). This view is in line with activities of the EU, which is currently promoting the Europe of regions policy and as such is one of the leaders in regionalisation.

The EU captured challenges of globalisation and rising unemployment, poverty and social exclusion, and this trend informed founding of the Social Economy Unit in 1989. This unit was established as part of the Regional Policy Directorate of the European Commission, and their work lead to the publishing of the 1992 White Paper Competition, Growth and Unemployment (Molloy et al, 1999; Mawson, 2010). In addition, with plans for expansion of the EU, the EU started to fund entrepreneurial programmes for Central and Eastern Europe, such as Phare-STRUDER programme (Konopielko & Bell, 1998). Nevertheless, chapter six of European Commission's 'Education and Training Strategy' places entrepreneurship amongst basic skills “that individuals need to succeed in a highly competitive and innovative society” (Galvao et al, 2018, p. 19).

One of the main EU drivers of regionalisation is its policy of 'Europe of Regions'. These developments started with policies to encourage social entrepreneurial activities and have since then expanded to include internationalisation of less developed European regions. In the latter,

the EU is providing support via various funded programmes, aimed to increase internationalisation of the European regions. In addition, the EU also engaged with running qualitative research programmes, capturing experiences of SMEs in different Member States (EIM Small Business Research and Consultancy, 1994, cited from Galvao et al, 2018).

As it has already been mentioned, regionalisation comes from the EU that promotes a view of 'Europe of regions'. While the concept of regionalisation is not new, it has been heavily promoted and debated after it has become apparent that the Single Market initiative was not as successful as expected. In other words, the initial Single Market initiative of the EU promoted the domination of large firms and not SMEs. This is because the policy of the EU tended to be "largely permissive towards mergers and joint ventures, and an industrial policy supportive of the development of strong European corporations capable of competing effectively in world markets" (Ramsay, 1990, cited from Shaw et al, 1999, p. 53). Since introduction of the Single Market had an impact on less developed regions of the EU, which were no longer able to sell their produced in a market with increased business competition (Perrons 1992; Dunford, 1994), the EU had to recognise the spatial inequalities caused by the introduction of a market-led European Integration (Leborgne & Lipietz, 1992), which then lead to funding regionalisation of SMEs as already mentioned.

What is particularly inherent to regionalisation policies is the role of local authorities. In other words, regional innovation is often lead by local authorities, which play a significant role in innovation and economic development (Moulaert & Mehmood, 2010). This policy is linked with territorial innovation model approach (TIM), where innovation and relationship between innovative practices are closely linked. At the core of this innovation process is the role of institution, "the view of regional development, culture, the types of relationships with the environment" (ibid, p. 105). However, TIM model also encompasses the second practice, which is a "translation of institutional coordination principles found in sectoral and national innovation systems onto the regional level (...) or, more properly, an evolutionist interpretation of the regional learning economy within the regional space" (ibid, p. 105, see also Cooke, 1996; Cooke & Morgan, 1998). Finally, there is also a third part of the TIM model, the New Industrial Spaces category, which encompasses "spatial clusters of innovation" (ibid).

According to TIM models, institutions are detrimental in increasing economic competitiveness and restructuring of regions. In other words, "quality of life in local and regional communities depends on the growth of prosperity and will appear as a positive externality of higher economic growth; no distinction is made between well-being and growth, between community culture and business climate" (ibid).

When it comes to territorialisation, some authors recognise that there is a risk in "excessive generalisation of the territory which, by being represented as playing an active part in the creation of technological dynamics, becomes an actor in development in the same way as productive organisation" (Colletis-Wahl & Pecqueur, 2001, p. 449-450). An important factor in territorialisation is spatiality. For example, in a famous case of the 'third Italy', Becattini (1979) constructed an industrialisation model, which consisted of "a mode of development, a particular mix of town and country based on a co-operative family industrial culture" (cited from Colletis-Wahl & Pecqueur, 2001, p. 450). In this way, centres of production are proxy to each other spatially, and other factors (such as production processes) are also close to the centres of production, however, this does not mean there is a complete integration of these two elements (ibid).

In line with debates on internationalisation, learning process is seen as inherent to regional policies and regional development. In other words, learning processes are “central to the development of a collective territorial capacity to upgrade the responsiveness of businesses to macroeconomic change and develop new competitive advantages” (De Bernardy, 1999, p. 343). Some authors thus propose that research and development activities should be done face-to-face, as this way of communication “appears to be most efficient because of contextual discrepancies which cannot easily be interpreted by telephone, internet or tele-conference methods of interaction” (ibid, p. 344).

According to some scholars, regionalisation has a very strong link with entrepreneurship, and the education and training for entrepreneurship should be available regionally, depending on the need of each region. This means that less developed regions need to focus on developing entrepreneurship, which furthermore means that these regions need to invest in education and training for entrepreneurship. On the other hand, developed regions should focus on academic studies (Galvao et al, 2018). The academic studies are seen as particularly relevant, because the so-called entrepreneurial Universities can explore further entrepreneurial opportunities and provide frameworks and ideas for economic development (Galvao et al, 2018). In addition to this, it can be argued that Universities can also help generate incomes and contribute to local economies. For example, research funding allocation contributes towards employment, and in countries such as the UK where Universities are corporations, they also contribute towards regional economy with both entrepreneurial education, as well as entrepreneurial activities.

Finally, regionalisation and territorialisation goes in line within network society theory, argued by Van Dijk (2012) and Castells (1996). Both argued that national gives space to global, and therefore regions and territories are becoming catalysts of developments, rather than nation states. This change also explains recent political events, such as Brexit and the election of Donald Trump for a US president, as many are trying to oppose to globalisation that brings blurred boundaries and seek to protect national borders and culture. Thus, regionalisation remains a contested issue, however, with the political strengthening of the Millennial and X generation, it is expected that this trend towards populism and nationalism will fade away at least to an extent, since Millennials and Generation X globally tend to be more open to cultural exchange and immigration, and less concerned with nationalism and patriotism (Pew Research Centre, 2018; Eaton, 2018; IPSOS Mori Thinks, 2018). Thus, continuing with regional policies and strengthening collaborations that cross borders seems an appropriate way to go.

## International Case Studies Review

International case studies designed to foster internationalisation, attract investments and foster exporting, present a variety of initiatives ranging from regional local authorities to national initiatives. The reason for this is the economic situation, where certain countries aim to attract investments generally to improve country’s economy (e.g. APEX Brazil and ProMexico) or they aim to advance certain regions (e.g. Florida REDI initiative; Quebec Initiative). In addition, in one case, the region has done nothing but investing heavily in research and development by forming outstanding research centres and Universities, which has then attracted corporations that moved to the region, and this in turn increased economic performance of the region (California Silicon Valley).

When looking at the international practice in fostering economic growth and internationalisation, it appears that majority of initiatives focus on creating resources for

potential entrepreneurs, offering mentorship and business advice, organising business seminars and workshops, conducting market analysis and intelligence gathering, offering start-up acceleration programmes, international business expansion programmes, and participating in trade mission (table 3). As it is also visible from table 3, there is a diversity in activities that various initiatives focus on, which are specific to each country and each initiative, however, the main focus seems to be on supporting businesses in further development to drive economic growth.

**Table 3. Summary of International Best Practice per Initiatives**

INITIATIVE	OTTAWA	BOSTON	CHENGDU	BRASIL	ADVANCE	QUEBEC	FLORIDA	CALIFORNIA	MEXICO	DUBAI
Business seminars and training	✓			✓		✓				✓
Resources for potential entrepreneurs	✓			✓		✓		✓	✓	✓
Mentorship and business advice	✓			✓		✓			✓	✓
Market analysis and intelligence	✓			✓		✓				✓
Start-up acceleration programmes	✓	✓		✓		✓				
International business expansion programmes	✓			✓		✓			✓	
New research labs		✓						✓		
Partnerships with Universities and Colleges from the region		✓								
Partnerships with Universities abroad		✓								
R&D partnerships with international organisations		✓							✓	
Attending international events			✓			✓			✓	
Twinning			✓							
Founding economic zones			✓							
Trade missions			✓	✓		✓			✓	
Advice to foreign companies on how to invest in the region/country				✓		✓			✓	
Memberships					✓					
Networking					✓	✓				✓
Support with recruitment						✓				
Scouting for business opportunities						✓				
Competitions for entrepreneurs						✓				✓
Loans							✓			
Regional grants							✓			



Investment funds							✓			
Community programmes to support large regional industry or vocation							✓			
Investment incentives									✓	
Country/region branding				✓					✓	✓
Development of tailored courses										✓

If we juxtapose the international practice from table 3 against recognised trends in the literature, we can see that majority of activities are fitting into learning, which is one of the main factors of internationalisation process (Johanson & Mattsson, 1993; Ruzzier et al, 2006). However, other aspects of internationalisation process such as networking and knowledge exchange are less developed. While some initiatives participate in international events and trade missions (Chengdu, Brasil, Quebec, Mexico), this is not a predominant trend. In addition, only three initiatives (Advance, Quebec, Dubai) foster networking. Nevertheless, relationship development (which is one of the two most important factors of internationalisation, along with networking) is developed in one case (Quebec), while other initiatives lack this collaborative aspect.

When it comes to enablers (table 4), the international situation is very diverse as it appears that enablers come from both regional and national authorities, but also non-governmental organisations. This is very different when practice of COMPETE IN partners is compared where all partners are regional authorities trying to drive economic development with the use of funding available locally, nationally and at the EU level. However, majority of international initiatives analysed in this report do have a heavy involvement of regional or City authorities, which goes in line with trends in internationalisation literature (Gankema et al, 2000; Ruzzier et al, 2006).

**Table 4. Enablers for International Case**

ENABLERS	OTTAWA	BOSTON	CHENGDU	BRASIL	ADVANCE	QUEBEC	FLORIDA	CALIFORNIA	DUBAI	MEXICO
National Initiative				✓						✓
Regional/City Initiative	✓	✓	✓		✓	✓	✓	✓	✓	
Government as enabler							✓		✓	✓
Local authorities as enablers		✓	✓				✓			✓
NGO as enabler	✓			✓	✓	✓				✓
Universities as enablers		✓						✓		

## Overview of Practice in the COMPETE IN project

Overall, all COMPETE IN partners are developing policies recommended by the Uppsala model, which places an emphasis on “gradual learning and the development of market knowledge through interaction with networks” (Ruzzier et al, 2006, p. 484). As such, partners offer a combination of micro (firm-to-firm) and macro (firm-to-network) perspective (ibid), which from one side means that SMEs are offered support in developing and internationalising their business, however, they are also introduced to each other through networks developed by local authorities. On the other side, SMEs are applying for collaborative projects for funding and thus are introduced to each other, as well as encouraged to compete with each other. This again goes in line with all positive recommendations that emphasise importance of companies both cooperating and competing in the market, and in order to learn from each other and increase economic activities (Johanson & Wiedersheim-Paul, 1975; Johansen & Vahlne, 1977; 1990; Johanson & Mattsson, 1993; Ruzzier et al, 2006).

When practice of COMPETE IN partners is compared to international cases of practice meant to foster internationalisation, it appears that the partners are engaged in variety of initiatives fostering economic development and internationalisation, by providing support to existing and aspiring businesses.

The same table and the same categories have been used for analysing COMPETE IN partners against international practice analysed previously in this report. In that, it appears that partners compare well with the rest of the world, with the exception of the UK that fosters less initiatives. As it is visible in table 5, COMPETE IN partners also offer, as their international counterparts, lots of different initiatives. Nevertheless, the practice is very similar to international cases, with COMPETE IN partners also offering support to businesses such as training, acceleration programmes, mentorship, market analysis and intelligence, trade missions and international expansion support and similar.

What COMPETE IN project partners seem to recognise more than their international counterparts is networking and international expansion programmes, where majority of partners are very active in these fields, which is not entirely the case with international cases. For example, while only three out of 10 international initiatives engage with networking activities (table 3), in COMPETE IN project four out of five partners offer help with networking (table 5). In addition, enablers of COMPETE IN initiatives are exclusively regional authorities with help from national and external funders in some cases (see Appendix II), which again goes in line with recognised recommendations in the academic literature (Moulaert & Mehmood, 2010).

**Table 5. Summary of Practice amongst COMPETE IN Partners**

INITIATIVE	ITALY	POLAND	SPAIN	SWEDEN	UK
Business seminars and training	✓	✓	✓		
Resources for potential entrepreneurs	✓	✓	✓		
Mentorship and business advice	✓	✓	✓	✓	✓

Market analysis and intelligence	✓	✓	✓	✓	✓
Start-up acceleration programmes	✓	✓		✓	
International business expansion programmes	✓	✓	✓	✓	
New research labs					
Partnerships with Universities and Colleges from the region	✓	✓	✓		
Partnerships with Universities abroad	✓		✓		
R&D partnerships with international organisations	✓	✓	✓		
Attending international events	✓	✓			✓
Twinning					✓
Founding economic zones		✓			
Trade missions	✓	✓			✓
Advice to foreign companies on how to invest in the region/country	✓	✓			
Memberships	✓		✓		✓
Networking	✓	✓		✓	✓
Support with recruitment					
Scouting for business opportunities	✓	✓	✓	✓	
Competitions for entrepreneurs					
Loans					
Regional grants	✓				
Investment funds					
Community programmes to support large regional industry or vocation	✓	✓			
Investment incentives	✓	✓			
Country/region branding	✓	✓		✓	✓
Development of tailored courses					

For example, the Italian partners responsible for internationalisation of the Emilia Romagna region are Municipality of Reggio Emilia and ERVET (which is a development agency at the regional (NUTS II) level). Together, they have launched a total of six initiatives, with Municipality of Reggio Emilia being responsible for, 1) Higher education in support of internationalisation process, 2) the Innovation Park, 3) Strategic Partnership with South Africa. ERVET on the other hand launched 1) ERGO; 2) Consortia; 3) Invest in Emilia Romagna.

The activities promoted by Italian partners are focused on learning and networking, and thus go directly in line with trends recognised in the academic literature on internationalisation (e.g. Cunningham et al, 2012; Madsen & Servais, 1997). The Consortia initiative is making an attempt to overcome problems faced by SMEs when trying to internationalise their businesses, and main activities of this initiative are centred on supporting SMEs in internationalisation (table 16; Appendix II). In addition, other initiatives are centred on helping with promoting SMEs internationally, such as for example, ERGO initiative where regional government organised meetings and provides support to SMEs and promotes their activities internationally (table 17; Appendix II). Other activities of the Italian partner are centred on supporting exporting activities, which goes in line with the already discussed I-model of internationalisation (Gankema et al, 2000; Ruzzier et al, 2006) (table 18; Appendix II), and attracting talent and forming international partnerships. In the latter, Italian historical support to South Africa is being exploited to organise cultural activities, such as founding an archive and participation in events that promote SMEs (table 18; Appendix II), with which economic cooperation is also linked with cultural and political partnerships. Nevertheless, the Italian partners also have an Innovation Park initiative (table 19; Appendix II), which is centred on developing research and development activities, also though founding research and educational institutions, and this practice is recognised as desirable in the latest academic literature (e.g. Galvao et al, 2018).

In the case of Poland, internationalisation efforts are somewhat different due to cultural specificity of Poland as a former Communist country, nowadays also very active in internationalisation and economic cooperation. Thus, initiatives are focused on fostering collaboration to internationalise regions that need more support in fostering their economic goals, such as Silesia region (table 20; Appendix II) and Wielkopolska region (table 22; Appendix II). These initiatives are common for post-Communist countries, which are now increasingly internationalising and trying to increase their presence on the global economic map (Acs et al, 2001; Ruzzier et al, 2006).

In addition, other initiatives include establishing special economic zones to foster economic growth in Katowice region (table 21; Appendix II). This approach is culturally specific to European social and political circumstances, where local authorities and national Governments are able to provide financial incentives to businesses, in order to attract them to a certain region that needs help with economic development. This commonality in approach when helping less developed regions in Europe is visible in European policies tackling unemployment, where many publicly funded offices for unemployment in Europe offer incentives to businesses in order to increase employment (Tench et al, 2017). However, this partner is also active in relationship development by for example partnering with other regions and developing collaborations with variety of organisations (table 23; Appendix II), and thus following all positive recommendations following from the Uppsala and Innovation model.

In the case of Spain, the focus of activities is on networking and learning, similar to the Italian partner, and the Spanish partner seems to be following the most positive practice as identified in academic literature reviewed at the beginning of this report. Thus, activities seem to be focused on networking, learning (Devins et al, 2008; Holden et al, 2002; Devins & Gold, 2002; Devins et al, 2001), as well as research and development (Galvao et al, 2018).

For example, the REDIT network is focused on technological innovation, and network functions as a non-profit organisation (table 24; Appendix II). Some of the activities are centred on research and development, knowledge transfer and dissemination of information. This goes in line with academic research advising that more developed regions engage not just with internationalisation, but also with research and development (Galvao et al, 2018). On the other hand, VIT Empreende (table 25; Appendix II) is also heavily focused on networking but also collaboration between innovative SMEs, which goes in line with trends emphasising innovation as central for economic development (Gankema et al, 2000; Ruzzier et al, 2006).

In Sweden, the focus of activities is collaboration between countries in region and thus internationalisation is firstly achieved through work with neighbour countries. For example, ICT Meta Cluster initiative (table 26; Appendix II) is focused on fostering and supporting collaboration between ICT companies in Estonia, Latvia and Sweden. The approach is predominantly focused on coaching, which goes in line with literature advising on investing in learning (Devins et al, 2008; Holden et al, 2002; Devins & Gold, 2002; Devins et al, 2001).

Finally, in the case of UK the focus is on building trade relations with foreign countries, such as China. In that, Wakefield council has engaged with cultural activities, such as exchange visits between cultural organisations, signing sister agreements, and the signing of contractual agreements by multiple private sector parties (table 28; Appendix II). These activities form a cultural diplomacy approach to internationalisation, which is not usually recognised in the academic literature on internationalisation and regionalisation, and it is not a commonly used approach to foster economic development. However, this approach fits UK's cultural context, as UK is known for its cultural diplomacy history and strong historical use of cultural diplomacy to foster economic development (Topic & Sciortino, 2012).

On the other hand, approach of the Wakefield council is also aligned with academic literature in a sense that the Council established First Bondholder scheme (table 29, Appendix II), which focuses on networking among businesses. The way this scheme work is again culturally conditioned. Thus, whereas in the case of European partners a lot of activities are funded through local budgets or EU budgets, Wakefield scheme is funded through membership fees paid by businesses that joined the scheme. This fits UK's cultural context, where it is not a common practice for businesses to receive incentives to help economies. Instead, businesses are expected to engage with societies as part of the corporate social responsibility policies (Tench et al, 2017).

In other words, activities of the Wakefield Council meant to foster economic development are focused on networking and learning from each other as recognised in the academic literature (the Bondholders scheme), but also on cultural exchange and cultural diplomacy as a historical means to foster trade relations between the UK and the rest of the world.

## Conclusion

In conclusion, it is apparent that international best practice encompasses variety of initiatives, from regional to national. Nevertheless, a variety of incentives is offered to potential investors, and majority of cases analysed in this report offer business mentorship, materials and support, and in some cases collaboration with universities and research centres is also fostered to encourage innovation, which in itself attracts investments. Some of the actors promoting internationalisation are not from public authorities, like in the case of COMPETE IN partners, however, this depends on the political and economic system of each country analysed, as well as their distinctive development strategies. For example, Mexico aims to attract investments to the country as a whole, while in Canada Ottawa is trying to attract investments to the Ottawa region. In the same way, Florida initiative aims to increase economic outputs of Florida state, which is linked to the federal status of the US. This does not always apply to COMPETE IN project, where all participating countries come from one political system, and the aim is to encourage investments in certain regions, which is also in line with *Europe of Regions* initiative promoted by the EU.

However, after reviewing international best practice in regards to internationalisation of regions and territories, as well as some notable national initiatives, it becomes clear that partners from COMPETE IN project already have advanced policies in place to attract investments and encourage exporting. Naturally, initiatives differ depending on country's specific economic needs and strategy but overall, an advance set of practices is in place.

COMPETE IN partners fully match international best practice when it comes to support offered to SMEs and entrepreneurs such as business seminars, training, materials, advice, and support with mentorship. In addition, some partners also follow international best practice by supporting additional initiatives, such as working with universities and research centres to encourage innovation and attract investments.

As it is visible from international best practice analysis, opening research centres and universities in itself, without any additional funding or initiatives, developed California Silicon Valley and made California one of the wealthiest US states. Therefore, by engaging with these initiatives COMPETE IN partners are already making substantial efforts to internationalise their regions and encourage economic growth.

Finally, what needs to be emphasised is that in COMPETE IN project only public authorities participate in the project and lead on internationalisation, whereas elsewhere in the world there is a large presence of non-governmental sector and national governments, which is again in line with national political systems and development strategies. On the other hand, COMPETE IN project follows European practice of public authorities leading on development, which goes in line with both EU tradition and strategy, as well as academic literature analysed at the beginning of this report, which clearly outlines public authorities as important enablers of economic growth.

## References

- Acs, Z.J., Morck, R.K., & Yeung, B. (2001). Entrepreneurship, globalisation, and public policy. *Journal of International Management* 7, 235-251.
- Aulakh, P.S.; Kotabe, M., & Teegeen, H. (2000). Export strategies and performance of firms from emerging economies: evidence from Brazil, Chile and Mexico. *Academy of Management Journal* 43(3), 342-361.
- Barney, J.B. (1991). Firm resources and sustained competitive advantage. *Journal of Management* 17, 99-120.
- Bianchi, C.; Carneiro, J., & Wickramasekera, R. (2018). Internationalisation commitment of emerging market firms: A comparative study of Chile and Brazil. *Journal of Small Business and Enterprise Development* 25(2), 201-221.
- Castells, M. (1996). *The Rise of the Network Society*. Oxford: Blackwell.
- Cavusgil, S.T., & Zou, S. (1994). Marketing strategy-performance relationship: an investigation of the empirical link in export market ventures. *Journal of Marketing* 58(1), 1-21.
- Colletis-Wahl, K., & Pecquer, B. (2001). Territories, Development and Specific Resources: What Analytical Framework? *Regional Studies* 35(4), 449-459.
- Cooke, P.H., & Morgan, K. (1998). *The Associative Region*. Oxford: Oxford University Press.
- Cooke, P.H. (1996). Reinventing the region: firms, clusters and networks in economic development. In Daniels, P., & Lever, W. (eds) *The Global Economy in Transition*. Longman: Harlow, pp. 310-327.
- Cravo, T. A.; Becker, B., & Gourlay, A. (2015). Regional Growth and SMEs in Brazil: A Spatial Panel Approach. *Regional Studies* 49(12), 1995-2016.
- Cunningham, I.; Loane, S., & Ibbotson, P. (2012). The internationalisation of small games development firms: evidence from Poland and Hungary. *Journal of Small Business and Enterprise Development* 19(2), 246-262.
- De Bernardy, M. (1999). Reactive and Proactive Local Territory: Cooperation and Community in Grenoble. *Regional Studies* 33(4), 343-352.
- Devins, D.; Darlow, A., & Webber, D. (2008). Beyond 'Access': Internet Use and Take-up of Online Services by Adults Living in Disadvantaged Areas in England. *Local Economy* 23(1), 47-57.
- Devins, D., & Gold, J. (2002). Social constructionism: a theoretical framework to underpin support for the development of managers in SMEs? *Journal of Small Business and Enterprise Development* 9(2), 111-119.
- Devins, D.; Smith, V., & Holden, R. (2001). Creating 'learning' industrial estates: addressing lifelong learning in small and medium enterprises. *Research in Post-Compulsory Education* 6(2), 205-221.

Dunford, M. (1994). Winners and Losers: the new map of economic inequality in the European Union. *European Urban and Regional Studies* 1, 95-114.

Eaton, G. (2018). Boomers vs millennials: the defining schism in UK politics: Brexit and the housing crisis have supercharged the divide between Britain's young and old. Retrieved 4 May 2018 from: <https://www.newstatesman.com/politics/uk/2018/01/boomers-vs-millennials-defining-schism-uk-politics>

Fernández, Z., & Nieto, M.J. (2006). Impact of ownership on the international involvement of SMEs. *Journal of International Business Studies* 37(3), 340-351.

Foreman-Peck, J.; Makepeace, G., & Morgan, B. (2006). Growth and profitability of small and medium-sized enterprises: Some Welsh evidence. *Regional Studies* 40(4), 307-319.

Galvao, A.; Ferreira, H. J., & Marques, C. (2018). Entrepreneurship education and training as facilitators of regional development. *Journal of Small Business and Enterprise Development* 25(1), 17-40.

Gankema, H.G.J., Snuif, H.R., & Zwart, P.S. (2000). The internationalization process of small and medium-sized enterprises: an evaluation of stage theory. *Journal of Small Business Management* 38(4), 15-27.

Golob, U., & Bartlett, J. (2006). Communicating about corporate social responsibility: A comparative study of CSR reporting in Australia and Slovenia. *Public Relations Review* 33(1), 1-9.

Graves, C., & Thomas, J. (2006). Internationalization of Australian family businesses: a managerial capabilities perspective. *Family Business Review* 19(3), 207-224.

Harrison, J. (2013). Configuring the New 'Regional World': On being Caught between Territory and Networks. *Regional Studies* 47(1), 55-74.

Holden, R.; Smith, V., & Devins, D. (2003). Using 'employee-led development' to promote lifelong learning in SMEs: a research note. *Human Resource Development International* 6(1), 125-132.

Holden, R.; Smith, V., & Devins, D. (2002). Lifelong learning in SMEs: a case study. *Journal of Workplace Learning* 14(3), 123-131.

Huggins, R., & Strakova, L. (2018). Knowledge-based Economic Development in Emerging Regions: Policy Issues and Implications in the Balkan Peninsula. *Regional Studies* 46(7), 961-975.

Hurst, N. E. (2004). Corporate ethics, governance and social responsibility: Comparing European business practices to those in the United States. *A Study Conducted for the Business and Organizational Ethics Partnership Markkula Center for Applied Ethics*. Santa Clara: Santa Clara University.

IPSOS Mori Thinks (2018). Millennial: Myths and Realities. Retrieved 4 May 2018 from: <https://www.ipsos.com/sites/default/files/2017-05/ipsos-mori-millennial-myths-realities-full-report.pdf>



- Knight, G.A., & Cavusgil, S.T. (1996). The born global firm: a challenge to traditional internationalisation theory. *Advances in International Marketing* 8, 11-26.
- Javalgi, R.G., Todd, P., & Granot, E. (2011). The internationalization of Indian SMEs in B-to-B markets. *Journal of Business & Industrial Marketing* 26(7), 542-548.
- Johanson, J., & Mattsson, L.-G. (1993). *Internationalization in industrial systems – a network approach, strategies in global competition*. In - Buckley, P.J. and Ghauri, P.N.(Eds), *The Internationalization of the Firm: A Reader*. London: Academic Press, pp. 303-22.
- Johanson, J., & Vahlne, J.-E. (1997). The internationalization process of the firm – a model of knowledge development and increasing foreign market commitments. *Journal of International Business Studies* 8(1), 23-32.
- Johanson, J., & Vahlne, J.-E. (1990). The mechanism of internationalization. *International Marketing Review* 7(4), 11-24.
- Johanson, J., & Wiedersheim-Paul, F. (1975). *The internationalization of the firm – four Swedish cases*. *Journal of Management Studies* 12(3), 305-22.
- Konoielko, L., & Bell, J. (1998). Reinventing Aid for SMEs in Eastern Europe: Lessons from the Implementation of the STRUDER Programme. *Regional Studies* 32(3), 290-294.
- Lages, L.F., & Montgomery, D.B. (2004). Export performance as an antecedent of export commitment and marketing strategy adaptation. Evidence from small and medium-sized exporters. *European Journal of Marketing* 38(9/10), 1186-1214.
- Langseth, H.; O'Dwyer, M., & Arpa, C. (2016). Forces influencing the speed of internationalisation: An exploratory Norwegian and Irish study. *Journal of Small Business and Enterprise Development* 23(1), 122-148.
- Leborgne, S., & Lipietz, A. (1992). Conceptual fallacies and open questions on post-Fordism. In Storper, S. & Scott, A. (eds) *Pathways to Industrialization and Regional Development*. London/New York: Routledge, pp. 332-348.
- Macleod, G., & Jones, M. (2007). Territorial, Scalar, Networked, Connected: In What Sense a 'Regional World'? *Regional Studies* 41(9), 1177-1191.
- Madsen, T., & Servais, P. (1997). The internationalisation of born globals: an evolutionary process? *International Business Review* 6(6), 561-583.
- Mawson, J. (2010). Social enterprise, strategic networks and regional development: The West Midlands experience. *International Journal of Sociology and Social Policy* 30(1/2), 66-83.
- McDougall, P., Oviatt, B., & Shrader, R. (2003). A comparison of international and domestic new ventures. *Journal of International Entrepreneurship* 1(1), 59-82.
- McDougall, P.P. (1994). The effects of industry growth and strategic breadth on new venture performance and strategy content. *Strategic Management Journal* 15(7), 537-554.
- Menéndez-Requejo, S. (2005). Growth and internationalization of family businesses. *International Journal of Globalisation and Small Business* 1(2), 122-133.

- Merino, F., Monreal-Pérez, J., & Sánchez-Marín, G. (2015). Family SMEs' internationalization: disentangling the influence of familiness on Spanish firms' export activity. *Journal of Small Business Management* 53(4), 1164-1184.
- Meyer, K. E., & Peng, M. W. (2005). Probing theoretically into Central and Eastern Europe: transitions, resources and institutions. *Journal of International Business Studies* 36(6), 600-621.
- Molloy, A.; McFeeley, C.; Connolly, E. (1999). *Building a Social Economy for the New Millennium*. Derry: Guildhall Press.
- Monreal-Perez, J., & Sanchez-Marín, G. (2017). Does transitioning from family to non-family controlled firm influence internationalization? *Journal of Small Business and Enterprise Development* 24(4), 775-792.
- Moulaert, F., & Mehmood, A. (2010). Analysing Regional Development and Policy: A Structural-Realist Approach. *Regional Studies* 44(1), 103-118.
- Nummela, N.; Loane, S., & Bell, J. (2006). Change in SME internationalisation: an Irish perspective. *Journal of Small Business and Enterprise Development* 13(4), 562-583.
- Oviatt, B.M., & McDougall, P.P. (1994). Toward a theory of international new ventures. *Journal of International Business Studies* 25(1), 45-64.
- Oviatt, B.M., & McDougall, P.P. (1995). Global start-ups: entrepreneurs on a worldwide stage. *Academy of Management Executive* 9(2), 30-44.
- Peña-Vinces, J.C., Casanova, L., Guillen, J., & Urbano, D. (2017). International competitiveness of small and medium-sized enterprises: Peru, a Latin-American emerging market. *Emerging Markets Finance & Trade* 53(1), 150-169.
- Pew Research Centre (2018). The Generation Gap in American Politics. Retrieved 4 May 2018 from: <http://www.people-press.org/2018/03/01/the-generation-gap-in-american-politics/>
- Perrons, D. (1992). Regions and the Single Market. In – Dunford, M. & Kafkalas, D. (eds) *Cities and Regions in the New Europe*. London: Belhaven Press, pp. 170-194.
- Pisani, N. (2009). International management research: investigating its recent diffusion in top management journals. *Journal of Management* 35(2), 199-218.
- Ruzzier, M.; Hisrich, R. D.; Antoncic, B. (2006). SME internationalisation research: past, present and future. *Journal of Small Business and Enterprise Development* 13(4), 476-497.
- Shaw, D.; Cumbers Shaw, A.; Syrett Shaw, S., & Leigh, R. (1999). The Single European Market and SMEs: A Comparison of its Effects in the Food and Clothing Sectors in the UK and Portugal. *Regional Studies* 33(1), 51-62.
- Stoian, M. C.; Rialp, A., Jarvis, R. (2016). Internationalisation of Central and Eastern European small firms: Institutions, resources and networks. *Journal of Small Business and Enterprise Development* 23(1), 105-121.
- Storper, M. (1997). *The Regional World: Territorial Development in a Global Economy*. NY: Guilford.

- Styles, C., & Seymour, R. G. (2006). Opportunities for marketing researchers in international entrepreneurship. *International Marketing Review* 23(2), 126-145.
- Tench, R.; Diers Lawson, A., & Topić, M. (2017). *European Network of Public Employment Services Mutual Learning: Communications and Branding Strategies Toolkit Benchmarking Report 2017. Benchmarking report to the European Commission's PES Service Network*. Brussels: PES Network.
- Thwaites, A., & Wynarczyk, P. (1996). The Economic Performance of Innovative Small Firms in the South East Region and Elsewhere in the UK. *Regional Studies* 30(2), 135-149.
- Topić, M., & Sciortino, S. (2012). Cultural Diplomacy and Cultural Imperialism: A Framework for the Analysis. Introduction study in – Topić, M.; Rodin, S. (eds). *Cultural Diplomacy and Cultural imperialism: European perspective(s)*. Frankfurt a. M: Peter Lang.
- Van Dijk, T. (2012). *The Network Society*. London: SAGE.
- Westhead, P.; Binks, M.; Ucbasaran, D., & Wright, M. (2002). Internationalisation of SMEs: a research note. *Journal of Small Business and Enterprise Development* 9(1), 38-48.
- Westhead, P., Wright, M., & Ucbasaran, D. (2001). The internationalisation of new and small firms: a resource-based view. *Journal of Business Venturing* 16(4), 333-358.
- Wever, E., & Stam, E. (1999). Clusters of High Technology SMEs: The Dutch Case. *Regional Studies* 33(4), 391-400.
- Wright, M.; Westhead, P., & Ucbasaran, D. (2007). Internationalization of Small and Medium sized Enterprises (SMEs) and International Entrepreneurship: A Critique and Policy Implications. *Regional Studies* 41(7), 1013-1030.

## APPENDIX I

**Table 6. Invest Ottawa Initiative**

Country and case study name	<b>Invest Ottawa – Canada</b>
Context	<p>Ottawa is the capital of Canada and member of G8 group of cities. The city’s GDP is \$40 billion and the economy centres on two major sectors - high technology and the federal government. Both sectors offer high-paying jobs for knowledge workers in a relatively stable environment and account for 37% of Ottawa's total gross domestic product (GDP). In 2004, the median family income in Ottawa-Gatineau was \$73,500 - the highest among Canada's six largest cities.</p> <p>Invest Ottawa is one of eight key programmes underpinning the City’s vision for economic development and new growth of the economy. The initiative was launched giving entrepreneurs access to resources and business coaches to help them start and grow their businesses and to promote Ottawa’s diversified economy and high quality of life to attract new companies to set up shop and generate jobs.</p>
Purpose of the intervention	<p>Invest Ottawa aims to attract companies (international and regional) by presenting the City as the best place to make business, live and work. The key points to attract investors and new businesses are packaged as ‘six top advantages of doing business in Ottawa’. These are,</p> <ul style="list-style-type: none"> <li>• access to talent (second highest concentration of scientist and engineers, world renowned Universities and Colleges educating 130,000 students);</li> <li>• low cost of doing business (lowest taxes in G7; official rating of the most business friendly place in North America; third best City for FDI);</li> <li>• gateway to North American markets (less than two hours away by air from major trading cities such as Toronto, Montreal, New York City, Boston and Chicago and direct flights to London and Frankfurt);</li> <li>• competitive R+D capabilities (ranked as top Canadian tech hub to live and work in; home to more than 1,750 innovation companies such as IBM, Ciena, Amazon, Microsoft, Nokia, and Huawei and local media and trading companies such as Shopify and media companies);</li> <li>• 130 embassies (political heartbeat of Canada; 65 federal research labs; large concentration of policy makers and government officials);</li> <li>• quality of life (ranked as the most affordable among all Canadian and US Cities and Mercer’s top 20 for global quality of living; friendly atmosphere; natural beauty; innovation hub; affordable housing; low crime; low taxes; good transit infrastructure; strong arts and sports community; access to healthcare; 16<sup>th</sup> place on Mercer’s personal safety list (in comparison with the US where no City has made to the top 50)</li> </ul>

Key actors and their roles	<p>The lead partner is Events Ottawa, a partnership with Ottawa Tourism; Ottawa Council of Business Improvement Areas; City’s Business Improvement Areas; facilitators of economic development such as Ottawa International Airport Authority; post-secondary institutions; Chambers of Commerce and the West Ottawa Board of Trade, the Shaw Centre, the EY Centre, the Senators Sports and Entertainment Group, the Ottawa Community Loan Fund; Foreign Affairs, Trade and Development Canada; Ministry of Economic Development, Trade and Employment; Ministry of Research and Innovation; Export Development Canada.</p> <p>In addition, privately owned organisations join the group to provide access to workshops, seminars, networking opportunities, and events for thousands of entrepreneurs throughout the year based on their specialism and experience. For example, Royal Bank, Rogers Communications (media and cable television company); CIBC (financial institution with clients in banking and finance); Logan Katz (Chartered professional accountants; Flex (design company); Low Murchison Radnoff solicitors; Cresa (commercial talent and buyers advice company); Nelligan O’Brien Payn solicitors firm; Survey Monkey (surveying platform used for collecting data on public opinion); Smart and Biggar (solicitors specialising in intellectual property law); Cowan Insurance Group; ProCorp Financial (business insurance company); BDO Canada (insurance and financial advise such as taxes and accounting); CBRE (real estate specialists).</p>
Beneficiaries	Enterprises, businesses, local stakeholders
Key services	<p>Invest Ottawa initiative’s activities include:</p> <p>Business seminars and workshops, resources for potential entrepreneurs, mentorship and business advice; market analysis and intelligence; start-up acceleration programmes; international business expansion programmes</p>
Enabling factors	Invest Ottawa is a not-for-profit organisation funded by public and private partners to facilitate economic growth of the City of Ottawa. The organisation has a board of directors and volunteers who run the organisation and work with partners.
Outcomes and impact	<p>The partnership reports on a variety of input, output and outcome measures including; advisory hours, number of companies supported, missions to foreign market, foreign delegations visiting Ottawa, amount of foreign direct investment attracted and awards.</p> <p>The latest publicly available data (2015) reports</p> <ul style="list-style-type: none"> <li>• 5273 workshop attendees</li> <li>• 7144 advisory hours</li> <li>• 168 companies helped to grow globally</li> <li>• 28 missions to foreign markets</li> <li>• 18 foreign delegations visiting Ottawa</li> <li>• USD 32.2 million foreign investment attracted</li> </ul>

	<ul style="list-style-type: none"> <li>• 2013 award for the Best FDI strategy</li> </ul>
Sources	<u>Ottawa City Hall</u> ; <u>investottawa</u> ; <u>Economic Development Briefing note</u> ; <u>City Strategic Plan</u>

**Table 7. Boston: Life Sciences Corridor Initiative**

Country and case study name	<b>Boston: Life Sciences Corridor - United States</b>
Context	<p>Boston is the Capital City in the State of Massachusetts, United States. The city has a population approaching 700,000. The Greater Boston Metropolitan area has the sixth largest economy in the United States and 12<sup>th</sup> largest in the world generating an estimated \$363bn.</p> <p>The city is considered highly innovative for a variety of reasons, including the presence of <u>academia</u>, access to <u>venture capital</u>, and the presence of many <u>high-tech</u> companies. Boston is home to more than 150,000 students at thirty colleges and universities. The city is home to a number of technology companies and is a hub for <u>biotechnology</u> with an international reputation in the life sciences. Financial services are a key element of the economy and the <u>Route 128 corridor</u> and Greater Boston Municipality continue to be a major centre for venture capital investment.</p> <p>Boston is an international city with tourism being a major part of the economy and more than one quarter of Boston residents are first generation immigrants from more than 100 countries.</p>
Purpose of the intervention	<p>Formed in 2014, the <u>Life Sciences Corridor</u> is a partnership created by the mayors of Boston, Cambridge, Quincy, Somerville and Braintree. The Corridor is focused on promoting the life sciences sector along the Massachusetts Bay Transport Authority (MBTA) red line. The initiative harnesses the resources of the cities, individually and collectively, to foster continued success in research, innovation and business development. The Corridor Is home to over 450 companies within the Life Science Industry Cluster where some of the largest biopharmaceutical companies in the world and internationally recognised medical campuses are located.</p>
Key actors and their roles	<p>The Life Sciences Corridor partnership links to several other significant public private sector initiatives including</p> <ul style="list-style-type: none"> <li>• The <u>Massachusetts Life Sciences Centre (MLSC)</u> established in 2007 to support innovation, research &amp; development, commercialization, and manufacturing activities in the fields of biopharma, medical device, diagnostics, and digital health.</li> <li>• The <u>Massachusetts Biotechnology Council</u> (MassBio) is an association of more than 600 biotechnology companies, universities, academic institutions and others dedicated to advancing cutting edge research. MassBio drives innovation by creating a forum for the biotechnology community to come together, educating the public and policy makers, influencing public policy and advancing the economic interests of individual companies, as well as the sector as a whole.</li> </ul>

	<p>The MassBio Gateway connects businesses to a community of contract service providers – including CROs, CMOs (Contract Research and Contract Manufacturing organizations), and regulatory consultants covering discovery through commercialization.</p> <ul style="list-style-type: none"> <li>• <u>MassBioEd</u> is a charitable non-profit organization, that aims to build a life sciences workforce in the region to sustain a world-class life sciences industry</li> <li>• <u>Massachusetts Digital Health</u> a public-private partnership working to establish Massachusetts as a leading ecosystem for digital health innovation, driving economic impact and improving healthcare costs and quality.</li> </ul> <p>There are several other influential actors in the ecosystem including the Massachusetts Medical Device Industry Council (<u>MassMedic</u>) established in 1996 by medical device company executives to provide a unified voice for the areas medical technology sector. It has grown to become the largest regional medical device association in the United States, with over 350 members representing manufacturers, product developers, suppliers, research institutions and academic health centres.</p>
Beneficiaries	Enterprises, businesses, local stakeholders
Key services	<p>The Life Sciences Corridor offers a range of services and benefits including</p> <ul style="list-style-type: none"> <li>• More than 27.7 million square feet of Research &amp; Development /Lab (Existing, planned or under construction).</li> <li>• 15 million square feet of lab space currently available.</li> <li>• numerous innovation centers, shared office/laboratory space, and accelerator programs. These facilities offer a variety of amenities and services, with connections to the region’s intellectual talent, venture capital, angel investors, the world’s largest start-up competition and accelerator (MassChallenge) and state agencies to help businesses bring products to the market.</li> <li>• Over 80 colleges and universities including 22 world-renowned teaching hospitals and academic medical centres.</li> </ul> <p>Internationalisation activity also includes initiatives funded by the MLSC. For example,</p> <ul style="list-style-type: none"> <li>• <u>International Collaborative Industry Program (ICIP)</u> to support R&amp;D collaboration between companies in Massachusetts with Alsace (France); Quebec ( Canada), Victoria (Australia) and Wallonia (Belgium). The program provides funding to support projects demonstrating innovative and collaborative research and development (R&amp;D) in Massachusetts and in the partnering regions</li> <li>• The <u>Universal Partnerships Program</u> to support milestone-based R&amp;D collaborations in the life sciences with any international organization. Successful completion of the milestone is expected to contribute to the overall development of a new or significantly improved product or process intended for commercialization.</li> <li>•</li> </ul>

Enabling factors	The <u>Life Sciences Corridor</u> is a partnership created by the mayors of Boston, Cambridge, Quincy, Somerville and Braintree.
Outcomes and impact	<p>The Life Sciences Corridor website reports the following illustrations of outcomes and impact</p> <ul style="list-style-type: none"> <li>• Just over 5 million square feet of commercial lab space has been added since 2007. The Corridor has more square feet for academic and research institute facilities than any other cluster in the United States</li> <li>• Receipt of over 2 billion in National Institutes of Health (NIH) Awards. Boston is the leading city in NIH funding in the United States.</li> <li>• Massachusetts biopharma industry has grown by 42% in employment over the past ten years. The Corridor employs over 36,250 people in the life sciences sector.</li> <li>• 7% of Massachusetts’s GDP is dedicated to Research &amp; Development (more than any other US state).</li> </ul> <p>Life Sciences Corridor partners also report significant impacts. For example MLSC have directly invested or committed more than \$640 million and leveraged more than \$2 billion in third-party investment. For every \$1 of taxpayer money that the Centre has invested, Massachusetts has attracted more than \$3 in additional, outside investment – creating a public-private investment fund of more than \$3 billion for the state’s life sciences ecosystem.</p>
Sources	<u>Boston a global city</u> , <u>Economically powerful cities</u> , <u>Boston 2030</u> , <u>lifesciencescorridor</u> , <u>Massachusetts Life Sciences Centre and Annual report 2017</u> , <u>Mass digital health</u> , <u>massbioed annual report</u>

**Table 8. Chengdu and Chongqing Initiative**

Country and case study name	<b>Chengdu and Chongqing – Promoting a Territory through Twinning and Technology Practice - China</b>
Context	<p>Chengdu is a capital city in Sichuan Province, China. The population of Chengdu was recorded in 2016, and it was 7,820,000. Chengdu is also the 5th most populous agglomeration in China, and its GDP is 163,7 billion USD. Over 260 Fortune 500 countries have offices in Chengdu, and the City is a home to more than 31,000 companies. The City is known for innovation and technology, and it is China’s leader in finance, culture, communications and transport. Chengdu is also one of the main motors of economics and industrial development of all the Chinese hinterland. It has a long history of sister cities projects and excellent cooperation relationships on the political side. The first initiative (launched in 2007 and running until the present day) includes partnership with Chongqing to establish collaboration and set up economic zone, which will then attract foreign investments.</p>



	<p>Chongqing has a population of 30,17 million and the GDP of 158,5 billion USD. is an important military base in weapons research and development. Chongqing's industry has diversified but its export sector is small due to its inland location. Factories producing local-oriented consumer goods (processed food, cars, chemicals, textiles, machinery and electronics) are more common. The City is China's third largest centre for motor vehicle production and the largest for motorcycles. Leading car-makers produce their vehicles in the City, including Ford Motor Company and China's companies. The City is rich with natural resources, such as 40 different minerals, coal and gas. The City has also made a move towards shifting towards high technology and knowledge intensive industries resulting in new development zones such as the Chongqing New North Zone. The local government aims towards promoting favourable economic policies for the electronics and information technology sectors, to create a 400 billion RMB high technology manufacturing hub, which will surpass its car industry and account for 25% of its exports.</p> <p>Chongqing High-Tech Industrial Development Zone is a National high-tech Industrial Development Zone, with 4,000 technology enterprises. Of 4,000 enterprises, there are 300 foreign enterprises from Japan, US, Germany, France, Italy, Singapore, Hong Kong and Taiwan. The six main industries that are present in the zone are electronic information, biomedicine, auto &amp; motorcycle, fine chemicals and new materials, green natural food and garment.</p> <p>The Chengdu-Chongqing economic zone encompasses Chongqing, Chengdu, 14 cities along the major expressways, railways and golden waterways and the economic circle around Chongqing, which is made up of 23 counties and districts. In addition to Chengdu and Chongqing, which took the lead in the development push, other beneficiaries of the new economic zone include 27 other cities in the immediate vicinity such as Mianyang and Fuling.</p>
<p>Purpose of the intervention</p>	<p>The two cities, part of the One Belt, One Road Initiative, have strong relations to Europe, both in terms of twinning and technology transfer commitment. Their strategy aims at developing cultural exchanges with different partners in order to create a positive environment for business and economic partnerships, and at creating strong relations among research and development centres and facilities to foster technology transfer and business opportunities.</p> <p>The two cities, following twinning agreement, signed an agreement to build an economic zone, and the work is focused on constructing point-to-point thoroughfares between Chongqing and Chengdu and loop-line transportation within the zone. In addition, two cities are working on major equipment manufacturing, the high-tech industry, clean energy, national defence scientific research and farm produce processing. The two governments have also pledged to cooperate in the building of an ecological barrier in the upper reaches of the Yangtze River.</p>

<p>Key actors and their roles</p>	<p><b>Chengdu and Chongqing: Twinning agreements as a foundation for an economic zone</b></p> <p>The key actors are two cities, Chengdu and Chongqing. Both cities signed twinning agreements with cities across the globe, to foster economic growth. The purpose of this initiative is to attract foreign students and scholars to pursue academic study and research, improving the teaching quality, and extending City’s international influence in education and establishing scholarships.</p> <p>The City of Chengdu has established sister city relationships with 31 cities, and friendly and cooperative ties with 40 cities across the world. The most developed collaboration is with Montpellier in France, and this collaboration is part of the EU-CHINA Business &amp; Technology Cooperation Faire of the EUPIC-EU Project Innovation Centre. Other agreements have been signed across the globe, such as Ljubljana (Slovenia), Linz (Austria), Kofu (Japan), Knoxville (Tennessee, US), Phoenix (Arizona, US), Winnipeg (Canada), Mechelen (Belgium), Volgograd (Russia), Palermo (Italy), Gimcheon (South Korea), Medan (Indonesia), Dalarna (Sweden, province), Bonn (Germany), Honolulu (Hawaii, US), Haifa (Israel), Flemish Brabant (Belgium, province), Sheffield (UK), Maastricht (the Netherlands), Perth (Australia) and Horsens (Denmark).</p> <p>Chongqing sister cities are: Washington (US), Dusseldorf (Germany), Seattle (US), Hiroshima (Japan), Toronto (Canada), Brisbane (Australia), Tolosa (Spain), Leicester (UK), Detroit (US), Shiraz (Iran).</p>
<p>Beneficiaries</p>	<p>Research centres, universities, companies, public authorities, local population</p>
<p>Key services</p>	<p>Attending events nationally and abroad to sign partnerships for collaboration in key area and promote regions as places to invest. For example, both cities participate in,</p> <ul style="list-style-type: none"> <li>• Technology &amp; Innovation Week, held every year in Italy and China. This is an annual matchmaking event addressed to companies, universities, research centres and public bodies, in order to strengthen opportunities for business and scientific collaborations.</li> <li>• Annual Meeting of the Chongqing Mayor’s International Economic Advisory Council (CMIA). This is an annual event that plays an important role in Chongqing’s economic and social development and promotes the City to the rest of the world.</li> <li>• Chinese national and local foreign friendship strategy. Both cities participate in this initiative, because it presents an important channel for the opening-up of cities around the world and has provided a vast platform for people around the world to conduct people-to-people and cultural exchanges, promote economic development and deepen existing collaborations.</li> <li>• Planning further extensions of economic zone to include Xi'an and Kunming</li> </ul>

Enabling factors	Chengdu and Chongqing are two cities that formed an economic zone to foster economic development, and act together in the global market to attract investments and promote their region.
Outcomes and impact	<ul style="list-style-type: none"> <li>• In 2015, Chengdu's GDP exceeded one trillion yuan (\$161 billion) and the total GDP of the four cities reached 3.3 trillion yuan, accounting for a quarter of the total in the western region</li> <li>• The Israel Consulate in Chengdu opened in November 2014, the nation's fourth consulate in China after setting up others in Shanghai, Guangzhou and Hong Kong. New Zealand also set up a consulate in Chengdu in the same month.</li> <li>• The city is home to 12 consulates, ranking it among the top three cities with the most consulates in the country.</li> <li>• In 2014, nine Fortune 500 companies moved to Chengdu, increasing its total to 262. The number of friendship cities reached 36 last year.</li> <li>• The city opened more than 82 international and national air routes, covering 186 cities around the world.</li> <li>• The city has started new railway routes to a range of cities in Asia and Europe since the Rong-European high-speed train opened in 2013 further strengthening Chengdu's position as a logistics hub in the western area.</li> <li>• According to the Chengdu Development and Reform Commission, the city has also stepped up its efforts in regional and international cooperation.</li> <li>• In 2018, Chengdu has also signed a partnership with California's Silicon Valley to set up Technology &amp; Finance Centre, aiming at promoting the realization of the global development of SMEs in both Silicon Valley and Chengdu Hi-tech Zone.</li> </ul>
Sources	<p><u><a href="#">economic zone partnership</a></u></p> <p><u><a href="#">Economic zone expansion</a></u></p> <p><u><a href="#">Expansion of partnership</a></u></p> <p><u><a href="#">Partnership with California (2018)</a></u></p> <p><u><a href="#">Demographic information</a></u></p> <p>Partner's initial report on Chengu/Chongqing twinning initiative.</p>

**Table 9. APEX Brasil Initiative**

Country and case study name	<b>APEX BRASIL programme of Innovation and Sustainability in Global Value Chains – ICVGLOBAL - Brasil</b>
Context	<p>Brazil is the fifth largest country in the world, with a population amounting to around 204 million people. Brazil’s population is constantly growing, and the country is still considered as an emerging country. However, Brazil’s growth has been leading among emerging countries, the so-called BRIC states (Brazil, Russia, India and China). Brazil’s GDP is 2.08 trillion USD in 2017, which made Brazil one of the largest economies in the world. However, Brazil growth has been slowing down, especially in 2014, and it is not expected to return to 2012 level before 2019 at least. GDP per capita was at 8,726 USD in 2016, but with expectations for GDP to rise above 10, 000 USD, this still makes Brazil less developed than industrialized states. Brazil has traditionally had problems with trade, but in 2011, it started to grow with the increase of export.</p> <p>The Programme of Innovation and Sustainability in Global Value Chains – ICV Global, by Apex-Brazil, in partnership with Centre for Studies on Sustainability of the Getulio Vargas Foundation (think tank and higher education institution), promotes and supports Brazilian SMEs that feature innovation and sustainability differentials during their process of integration into global value chains. The focus is on those aspects as competitive advantage in the international market. The BP aims at promoting Brazilian economy and industry as innovative, competitive and sustainable.</p>
Purpose of the intervention	<p>The Brazilian Trade and Investment Promotion Agency (Apex-Brazil) works to promote Brazilian products and services abroad, and to attract foreign investment to strategic sectors of the Brazilian economy. The Agency’s efforts comprise trade and prospective missions, business rounds, support for the participation of Brazilian companies in major international trade fairs, arrangement of technical visits of foreign buyers and opinion makers to learn about the Brazilian productive structure, and other selected activities designed to strengthen the country’s branding abroad.</p> <p>The mission aims to develop the competitiveness of Brazilian companies, promoting the internationalization of their businesses and the attraction of FDI representing Brazil as innovative, competitive and sustainable.</p>
Key actors and their roles	<p><b>There are three key actors in this initiative,</b></p> <ul style="list-style-type: none"> <li>• The Brazilian Trade and Investment Promotion Agency (<u>APEX Brasil</u>) works closely with the Brazilian Ministry of Development, Industry and Foreign Trade to promote exports of Brazilian goods and services, and attract foreign direct investments into strategic sectors of the Brazilian economy. Building on its corporate vision to promote Brazil as an innovative, competitive and sustainable country, Apex-Brasil’s mission is to 'develop the competitiveness of Brazilian companies by promoting the internationalization of their business and attracting foreign direct investments.'</li> </ul>

	<ul style="list-style-type: none"> <li>• <u>The Business Administration School of Sao Paulo</u> at the Getulio Vargas Foundation has a leading role in preparing country's corporate capacity, meeting emerging demands for trained executives, and meeting demands of business community by creating and implementing new courses and services in several different industries.</li> <li>• <u>Centre for Sustainability Studies</u> carries out research in areas such as environment, social responsibility and corporate governance. They also have an international business research forum whose objective is to enable the creation and dissemination of basic and applied scientific knowledge together with organisations interested in the topic of international businesses.</li> </ul>
Beneficiaries	SMEs and Brazilian transnational companies
Key services	<ul style="list-style-type: none"> <li>• <b>Trade:</b></li> </ul> <p>Each trade sector project offers a mix of trade development activities, including trade missions, business rounds, support for participation in international trade fairs, visits of foreign buyers to Brazil, and other activities aimed to promote the image of Brazilian products and of Brazil as a supplier of high added-value products.</p> <p>Developed in partnership with business associations representing productive sectors, the Sector Projects (SP) organizes trade promotion initiatives, such as prospective and business missions, business rounds; support the participation of Brazilian companies in major international fairs and visits of foreign buyers and opinion makers to be familiar with the Brazilian productive structure, among other actions. Virtually all sectors of the Brazilian economy are supported by Apex-Brasil through SP currently developed. Each one of them offers a mix of sales promotion actions specific to each one of the segments covered. With the mission of fostering Brazilian exports, exporting abilities are developed and supported to develop companies' exporting abilities, thus contributing to the promotion of Brazilian industries on the international market. The Trade Sector Projects work with business sectors or productive chains, comprising some of Apex-Brasil's main initiatives for stimulating the exports of Brazilian products. The Trade Sector Projects aim to facilitate Brazilian companies' access to the main foreign markets, to prospect business and exporting opportunities, and to improve international perception of Brazilian companies, products and services.</p> <ul style="list-style-type: none"> <li>• <b>Internationalisation:</b></li> </ul> <p>Internationalisation is achieved through two initiatives, one directed towards Brazilian companies that want to attract a foreign investment and the other that wants to attract foreign investors to invest in Brazil. This is done by outlining competitiveness of the Brazilian venture capital and private equity industry. The website has a whole report outlining Brazilian economic landscape and opportunities for investment. This analysis focuses on macro-economic overview of the economic system, solid regulatory environment,</p>

industry snapshots outlining most relevant information for each industry, as well as presenting notable sectors, which are Internet, Agritech and Healthcare. The document also provides a guide on how to invest in Brazil. Local investors can receive help in attracting investment.

The Business Internationalization Program provides a range of technical solutions to expand businesses internationally that are customized according to the objectives and interests of each company:

- Customized Coaching Services for businesses are aimed at supporting the formulation of an internationalization strategy and the development of an international expansion plan. Among some of the more specific objectives of operations abroad, the organisation can highlight the support they provide for the internationalization of Brazilian companies, such as Brick-and-mortar office, Virtual office, First Steps - Local installations, List of local service providers, and Internationalization schedule.

- Executive training activities addressing relevant topics and markets for the internationalization of Brazilian companies such as **InterCom** (a course developed by Apex-Brasil in partnership with the Dom Cabral Foundation (FDC), the best business school in Latin America. Participants in the 40-hour course receive information on a range of topics pertaining to the internationalization process of Brazilian companies. Prerequisite for participation: being part of an experienced Brazilian company that wants to expand internationally); **International Marketing** (the International Marketing course was developed by Apex-Brasil in partnership with the Escola Superior de Propaganda e Marketing (ESPM), considered the best Marketing school in Brazil. Participants in the 32-hour course develop international marketing plans for their products. Prerequisite for participation: being part of an experienced Brazilian company that wants to develop an international expansion plan); **Thematic Lectures** (a series of lectures and seminars held by Apex-Brasil that addresses important topics for Brazilian companies going international, such as the "Expatriation of Executives" or "Internationalization Business Models." The lectures are offered through live webinars to make it easier for executives at Brazilian companies to participate. Prerequisite for participation: being part of an experienced Brazilian company that wants to expand internationally); **Passport to the World** (Apex-Brasil's online training platform was developed to provide training to Brazilian companies doing business internationally. Experienced or international companies can use Passport to the World to plan, implement and develop their operations abroad. Prerequisite for participation: being part of an experienced Brazilian company that wants to expand internationally);

- Internationalization missions that give companies an overview of the value chains in priority markets and involve technical visits and meetings with local service providers.

	<p>- Local assistance for companies abroad provided by the offices of Apex-Brasil and the Business Promotion Departments (SECOMs) of Brazilian embassies and consulates throughout the world.</p> <ul style="list-style-type: none"> <li>• Investment – comprises of two initiatives, both offering guidance, training and information on the country and its economic landscape</li> <li>- Attract investments initiative – offers guidance to Brazilian company on how to attract investments</li> <li>- I want to invest in Brazil initiative – offers guidance to foreign companies on how to invest in Brazil</li> </ul>
Enabling factors	APEX Brazil is a national organisation that promotes and supports Brazilian SMEs that feature innovation and sustainability differentials during their process of integration into global value chains.
Outcomes and impact	<ul style="list-style-type: none"> <li>• The programme’s first cycle (2013-2015) supported directly 32 companies and generated USD 2.75m in business deals with international buyers. Following these results, 2<sup>nd</sup> Cycle was launched (2016-2018) to expand the range of activities to Brazil’s north and northeast regions.</li> <li>• In the first cycle, 10 SMEs were involved and 10 Brazilian transnational companies were selected and invited to participate in the initiative. Two companies accepted the invitation, Braskem and Beraca, both known for innovative and sustainable policies. They accepted to integrate the project and invite 15 other companies each from their value chain, to participate in training activities.</li> <li>• Following success of the initial training, additional companies joined the initiative and offered training, which gave initiative further expertise to navigate in the external market.</li> <li>• Buyer Project was established and held within the framework of ICV Global for Brazilian companies to interact with external buyers to close sale deals, opportunities to participate in other businesses were offered, such as Project Brazil 2014 FIFA World Cup and Milan EXPO 2015.</li> <li>• Business round table generated USD 2.75m in different sales, and the round table was organised with ten companies from France, Portugal, Argentina and Peru.</li> <li>• Brazil got a more visible image in the international market, with major media organisations in the region of Latin America reporting on the initiative (e.g. in Chile and Columbia).</li> <li>• By the end of the first cycle, due to success of the programme, a total of 82 companies were involved in initiative, including small and medium businesses that participated in the call for cases.</li> </ul>
Sources	<u>APEX Report</u>

	<u>APEX Brasil</u>  <u>Statista</u>  Partner's report
--	-------------------------------------------------------------------

**Table 10. Advance Cairns Initiative**

Country and case study name	<b>Advance Cairns - Australia</b>
Context	<p>Cairns is part of the Tropical Queensland region in Australia. The region is divided into five sub-regions, comprised of aggregations of the local government areas existing prior to 2008. The sub-regions are the previous City of Cairns, the previous Douglas Shire, the new Cassowary Coast Regional Council, the new Tablelands Regional Council, and the two Aboriginal Councils as a single sub-region. While the local government areas have changed, information can continue to be collected and analysed using the statistical local area structure. As Wujal Wujal and Yarrabah have only been separately identified for statistical purposes since 2002, with little information relating directly to them before this, they have often been included with their previous local government areas, namely Douglas Shire (Wujal Wujal) and Cairns (Yarrabah). The population of the region is 4,691 million, and GDP is 288.3 billion AUD.</p> <p>Advance Cairns is the peak independent non-government Advocacy and Economic Development Organisation for Tropical North Queensland (TNQ), which includes the member local governments, of Cairns, Cassowary Coast, Tablelands, Croydon, Douglas, Hinchinbrook, Mareeba, Cook, Yarrabah and Wujal Wujal Aboriginal Shires. Thus, the organisation works with old administrative structure to support economic development.</p> <p>Working with a long-term vision, the organisation provides a-political leadership and creates a unified voice for the members that support the development of business to improve the lives of people living the region. The organisation facilitates connections between private enterprise, industry, community and government agencies to improve the lives of people living within our region.</p>
Purpose of the intervention	<p><b>Vision</b></p> <p>Creating a self-sustaining, resilient and prosperous Tropical North Queensland community.</p> <p><b>Mission</b></p>



	<p>Providing wise, a-political and united advocacy that stimulates innovative and strategic initiatives for our regional advancement.</p> <p>The intervention has 4 objectives:</p> <p><b>Objective 1:</b></p> <ul style="list-style-type: none"> <li>• Lead the development of regional policy and infrastructure priorities, gain business and community support and advocate for these priorities</li> <li>• Coordinate the development of key regional infrastructure and policy priorities</li> <li>• Coordinate and lead a unified, strategic regional advocacy case to all levels of Government based on the regional infrastructure and policy priorities</li> </ul> <p>Strengthen relationship with other Committee for Cities and Regions organisations</p> <p><b>Objective 2:</b></p> <ul style="list-style-type: none"> <li>• Facilitate economic development by supporting industry retention, growth and attraction, trade development and investment attraction</li> <li>• Support the retention and growth of existing industry</li> <li>• Utilise established links with peak industry bodies to attract new industries</li> <li>• Lead the delivery of a regional investment attraction strategy</li> </ul> <p><b>Objective 3:</b></p> <ul style="list-style-type: none"> <li>• Facilitate the development of a regional vision, long term strategy for economic development and a tactical action plan</li> <li>• Lead the development of a region in a long-term period</li> <li>• Vision to develop strategy and tactical action plan</li> <li>• Lead the Tropical North Queensland Regional Economic Plan (TNGREP)</li> </ul> <p><b>Objective 4:</b></p> <ul style="list-style-type: none"> <li>• Maintain organisational capability and governance arrangements to deliver on business requirements and provide quality service and outcome to Advance Cairns’ members</li> <li>• Operate as an organised, efficient and professional corporate entity</li> <li>• Provide quality service and outcomes to Advance Cairns’ members</li> </ul>
<p>Key actors and their roles</p>	<p>Advance Cairns operates on a membership-based model. The members represent key stakeholders within the community and business leaders who want to be involved in making a positive contribution to the long-term development and progression of the region. Under this model and as a collective voice, member businesses have the opportunity to actively influence the strategic direction of Advance Cairns and ultimately the future of TNQ.</p>

## **MEMBERS**

### Platinum:

Cairns airport

James Cook University Australia

Ports North

### Executive members:

BDO Australia

The Cairns Post

Cairns Convention Centre

Chapman Group

CSF Industries

The Morris Family

### General members:

[AAB Equipment](#)

[AFL Cairns](#)

[Air Freight Handling Services](#)

[Aurecon Australasia](#)

[ANZ](#)

[Babinda Electrics](#)

[Big Cat Green Island](#)

[Brazier Motti](#)

[Brilliant Technology](#)

[BSE Cairns Slipways](#)

[BSL Savi](#)

[Cairns and Hinterland Hospital and Health Service](#)

[Cairns Penny Savings & Loans](#)

[Cairns Private – Ramsay Health](#)

[Cairns State High School](#)

[Cairns Wholesale Paint](#)

[Calanna Pharmacy](#)

[CaPTA Group](#)

[Catholic Education Cairns Diocese](#)

[Colliers International \(Cairns\)](#)

[CBRE](#)  
[CPB Contractors](#)  
[CQU](#)  
[Crowe Horwath](#)  
[Cummings Economics](#)  
[Dawsons Engineering](#)  
[Destination Cairns Marketing](#)  
[Dodge Auto Repairs](#)  
[EMBECA](#)  
[Elite Real Estate](#)  
[Energy Queensland](#)  
[FGF Developments](#)  
[Flanagan Consulting](#)  
[Flinders Shire Council](#)  
[Fowler's Group](#)  
[Freight for You](#)  
[Good Price Pharmacy Warehouse](#)  
[Grant Broadcasters](#)  
[Halpin Partners Accountants](#)  
[Herron Todd White](#)  
[Holding Redlich](#)  
[Jacobs Group](#)  
[Joe Vella Insurance Brokers](#)  
[Kleinhardt](#)  
[KUR-World](#)  
[LDI Constructions](#)  
[LJ Hooker Edge Hill](#)  
[MAC Farms](#)  
[McDonald's](#)  
[MacDonnells Law](#)  
[Miller Harris Lawyers](#)  
[My Pathway](#)  
[NAB](#)  
[Nightowl Convenience](#)  
[Norship](#)

	<p><a href="#">Pacific Hotel (Ascot Capital)</a></p> <p><a href="#">Pasma Electrical</a></p> <p><a href="#">Pease St Discount Drugstore</a></p> <p><a href="#">Planz Town Planning</a></p> <p><a href="#">PMC (Plaster Metal Cladding)</a></p> <p><a href="#">Quicksilver Group</a></p> <p><a href="#">Reef Casino</a></p> <p><a href="#">Reef Magic Cruises</a></p> <p><a href="#">SBJ Joint Ventures</a></p> <p><a href="#">Shangri-la Hotel</a></p> <p><a href="#">Star 102.7 &amp; 4CA</a></p> <p><a href="#">Tablelands Shire Council</a></p> <p><a href="#">TAFE North</a></p> <p><a href="#">Taylor Byrne Valuers</a></p> <p><a href="#">Telstra Business Centre</a></p> <p><a href="#">Ten Years Youngrs Younger</a></p> <p><a href="#">The Wallace Family</a></p> <p><a href="#">Total Food Network</a></p> <p><a href="#">TNQ Hydraulics</a></p> <p><a href="#">Trinity Anglican School</a></p> <p><a href="#">Tropical Reef Shipyard</a></p> <p><a href="#">Westpac</a></p> <p><a href="#">Williams Graham Carman (WGC)</a></p> <p>*There is no detailed information on the role of each member for this initiative or what membership means.</p>
Beneficiaries	Local community, local businesses
Key services	<p>Advance Cairns is a membership-based organisation. The members represent key stakeholders within the community and business leaders who are all actively invested in driving the region forward.</p> <p>The organisation is apolitical and works beyond the election cycle. Under this model, member businesses have the opportunity to actively influence the strategic direction for Advance Cairns and the future of the Tropical North Queensland region.</p> <p>Advance Cairns is a member of the Committee for Cities &amp; Regions Network.</p>

	<p>This influential network brings together independent and like-minded Committees within Australia and beyond that each operate within their particular city or regional area to enhance their economic, social, cultural and environmental development.</p> <p>The network aims to build on the rising strength of Australia and New Zealand’s cities and regions and work together to advance issues of national significance around population growth, economic development and social cohesion.</p>
Enabling factors	<p>Advance Cairns is the peak independent non-government Advocacy and Economic Development Organisation for Tropical North Queensland (TNQ). The organisation provides a-political leadership and creates a unified voice for the members that support the development of business to improve the lives of people living the region.</p>
Outcomes and impact	<ul style="list-style-type: none"> <li>• Significantly strengthening the regional advocacy strategies and capacities through the establishment of the infrastructure and policy priorities for the Tropical North Queensland Region.</li> <li>• Four Advance Cairns members (three Board members) on the Prime Minister’s Northern Australia Advisory Group.</li> <li>• Successful advocacy to obtain Government commitment to complete the sealing of the Hann Highway and undertake feasibility studies of the development of Nullinga Dam as part of the Northern Australia White Paper.</li> <li>• Inclusion of Nullinga Dam on the key water infrastructure priority list and Northern Australia White Paper.</li> <li>• Established the Northern Australia Alliance to bring Economic Development organisations across Northern Australia together.</li> <li>• Completed industry audits for the Construction, Resources and Agriculture Sectors.</li> <li>• Developed key employment strategies paper.</li> <li>• Advance Cairns supported the successful tender of the Primary Healthcare Network.</li> <li>• Successfully advocated for the headquartering of the \$5B Northern Australia Infrastructure Facility in Cairns.</li> <li>• Achieved ongoing funding commitment for the region’s marine and defence industry.</li> </ul>
Sources	<p><u><a href="#">Advance Cairns</a></u></p> <p><u><a href="#">Queensland information</a></u></p>

**Table 11. Quebec International Initiative**

Country and case study name	<b>Quebec International - Canada</b>
Context	<p>Quebec is a province in Canada, with population of 8,164, 361. Québec’s gross domestic product (GDP) is approximately CAD\$376 billion and its per capita GDP is \$45,511. The economy is dominated by the services sector, which produces over 75% of all goods and services. Numerous economic assets contribute to Québec’s growth: abundant natural resources, hydroelectric power at relatively low production costs, a strategic geographical situation, a highly educated and skilled workforce, innovative and dynamic R&amp;D as shown by excellence in advanced technologies, and a capacity to export products across the world. Québec’s economy is also highly diversified, due in particular to the numerous advantages afforded by its physical geography. Each of its 17 administrative regions offers at least one special feature, thus helping to enhance the influence and reputation of its economy.</p> <p>The mission of Quebec International is to contribute to economic development in the Quebec City metropolitan region and enhance its international status. As a regional economic development agency, Quebec International fosters business growth and development, supports key clusters and attracts talent and investment to the region.</p>
Purpose of the intervention	<p>The purpose of the intervention is to:</p> <ul style="list-style-type: none"> <li>• promote the competitive environment of the Quebec City area</li> <li>• attract foreign investments</li> <li>• attract qualified foreign workers</li> <li>• support trade and foreign market development</li> <li>• foster innovation and hi-tech entrepreneurship</li> <li>• develop and promote key clusters</li> </ul>
Key actors and their roles	<p>The agency is supported by public and private partners; particularly with the financial support from the <a href="#">Government of Québec</a> (ministère de l'Économie, de la Science et de l'Innovation, Emploi-Québec, Secrétariat à la Capitale-Nationale/National Capital office), <a href="#">Economic Development Canada</a> and the <a href="#">Ville de Québec</a>.</p>
Beneficiaries	Quebec region
Key services	<p>Québec International helps companies in the Québec City metropolitan region develop and maintain a competitive edge on international markets. The agency also provides services to foreign investors and foreign subsidiaries established on its territory, with support for development, start-up or expansion projects. The Québec International economic development agency offers a full slate of support services for foreign investors and assistance to companies in the Québec City metropolitan region.</p> <p><b>GENERAL BUSINESS SERVICE:</b></p>

### Marketing and export

- Consulting services with assistance, referral and first-line information
- Prediagnostic service for exports
- International trade missions
- Assistance and training programs
- Support for buyers, networking events and conferences; scouting business opportunities.

### Technological entrepreneurship and funding

- **Venture capital round table**
- Fast-track growth program
- Business competitions
- Training and professional development programs
- Networking activities
- Personalized consulting services, with assistance and referrals (coaching)

### International recruitment

- International recruitment missions
- Agreements with international recruitment agencies
- Personalized consulting
- Permanent job-posting service in France
- Information and referrals

### Ecoefficiency strategies

- Information and referrals
- Prediagnostic service for companies
- Training and assistance programs

### Support for investors and foreign subsidiaries

- Economic information services
- Expert coaching and assistance
- Contacts with experts in law, taxation and accounting
- Facility rentals
- Researching and contacting potential partners
- Support for recruiting and integrating foreign workers
- Assistance during investment start-up
- Post establishment follow-ups

## **TRADE AND MARKET DEVELOPMENT:**

### **Personalized advisory and assistance**

Consultation with member of the team, free of charge. Québec International will prediagnose exports, support initiatives to develop target markets, evaluate exporting potential or analyse the competition. Québec International also provides strategic information and contacts with local and international experts.

**International trade missions**

International trade missions participation. Québec International's personalized follow-up service helps in establishing sustainable business connections, evaluating new export markets and scouting new international business partners.

**Welcoming new buyers, networking, spreading the word on business opportunities.**

Networking events for finding new export opportunities for the company.

**Professional development and assistance**

Information sessions on geographical markets, workshops on best business practices in international trade, training in high-level international trade and professional development.

**TECHNOLOGY ENTREPRENEURSHIP AND FUNDING:****Personalized advisory, assistance and referrals**

Six hours of personalized coaching, especially in funding for technology companies.

**Devtech funding round table**

As a participant in Devtech, companies can present their business project to about 20 investors at the same time and get prepared with personalized coaching and consultation from legal, accounting, financial and marketing experts.

**Propulsion: Fast track growth program**

The *Propulsion* program is offered to high-potential technology companies. The goal is to help companies reach the marketing stage and their first million in revenues. The program includes high-level coaches, workshops, *boot camps* with international experts and the chance to meet venture capital investors.

**Entrepreneurship competitions**

Business competitions like Devtech 50 and Start-up Camp give companies the opportunity to put their project to the test, benchmark against peers and improve their business practices.

**Professional development and networking**

Training programs, assistance programs and workshops on best business practices in technological entrepreneurship and funding.

**ATTRACTING QUALIFIED FOREIGN WORKERS:****International recruitment missions**

During these missions, the company will meet between 150 and 200 candidates with skills that meet their needs. Companies can recruit directly or use Agency's representation service. The international recruitment



programmes as well as the preparation and supervision of participants are designed for maximum benefit to the company.

#### **Private foreign recruitment agencies**

Québec International negotiates preferential rates with foreign recruitment firms specialized in recruiting specialized talent. These services are payable upon satisfaction, on a case-by-case basis or with suitable terms and conditions.

#### **Permanent job posting service in France**

Any time and free of charge, company can post job openings on the Pôle International Employment site. The French government's public employment agency has a bank of 800,000 resumes. These postings are also displayed on the [www.quebecentete.com](http://www.quebecentete.com) portal.

#### **Customized consulting for international recruitment**

Information about international recruitment, immigrant workers or other issues. Companies can talk to Agency's experts, free of charge, with the interactive portal at [www.quebecentete.com](http://www.quebecentete.com) or meet Québec International specialists during Vendredis me voilà.

#### **International recruitment Information and reference portal**

The [www.quebecentete.com](http://www.quebecentete.com) portal provides valuable information to help companies recruit the best talent. The website has a comprehensive guide for employers who want to recruit foreign workers.

### **SUPPORT FOR INVESTORS AND SUBSIDIARIES**

Québec International provides:

- Economic information services
- Implementation support services
- Assistance with local authorities
- Contacts with taxation and accounting experts
- Scouting start-up locations
- Identifying and contacting potential partners
- Support for recruitment and integrating workers
- Post establishment follow-ups

#### **Economic information: keep informed on the business climate**

Québec international can provide high-quality information essential for investment projects:

- Operational and setup costs
- Potential business opportunities
- Existing technological and scientific expertise
- Existing infrastructures

	<ul style="list-style-type: none"> <li>• Our intimate knowledge of the region's competitive business environment makes Québec International a preferred business partner for the investment projects.</li> </ul> <p><b>Assistance and support from experts</b>  Québec International's team of experts offer support services for all stages of the investment project, by advising or steering to experts in law, taxation or accounting. The organisation can research potential start-up locations and visit the location with service users.</p> <p><b>Public and private partner networks: identify the opportunities</b>  Québec International maintains close connections with a vast network of public and private partners who can support investment projects. The organisation can arrange contacts with the proper authorities and governmental contacts for the investment or development projects.</p> <p><b>Business and technology partners: creating profitable connections</b>  A successful start-up in Canada relies on strategic business or technology partnerships. Organisation's professionals will help in identifying partners and establishing strategic business or research connections.</p> <p><b>Follow-up on affiliates of foreign companies: efficiently meeting business needs</b>  Québec International offers a proactive follow-up programme with a vast range of services to affiliates of foreign companies established in the region. The organisation's team can help in the following duties:</p> <ul style="list-style-type: none"> <li>• Carry out expansion projects</li> <li>• Recruit foreign workers</li> <li>• Research and export to new markets.</li> <li>• With a profit-based intervention strategy, the Québec International team effectively meets the needs of foreign subsidiaries.</li> </ul>
Enabling factors	The Quebec International is a regional development agency, aiming to contribute to economic development in the Quebec City metropolitan region and enhance its international status.
Outcomes and impact	<ul style="list-style-type: none"> <li>• The Québec City CMA showed an economic strength in 2017. Data from the Conference Board of Canada shows a 2.3% increase in the real GDP from 2016, reaching \$34.6B.</li> <li>• The increase in production revenue in all sectors boosted the annual growth of the regional economy by more than 2% for the first time since 2011. As a result, Québec City is continuing to expand and maintaining its competitive position relative to other Canadian metropolitan areas.</li> </ul> <p>This success is expected to continue in 2018 and beyond. At the time of writing, Québec International has recorded nearly 400 residential and non-</p>

	<p>residential projects, both upcoming and in progress. Investments in these projects total \$17.5B.</p> <ul style="list-style-type: none"> <li>• In the non-residential sector, major commercial, industrial, institutional and infrastructure projects are expected to emerge regularly. In addition to the ongoing road improvement project, the Enfant-Jésus hospital expansion project is picking up the pace. Key multipurpose projects like Le Phare are preparing to leave the drawing board and become a reality. Furthermore, the area will soon be significantly updating its public transportation networks. All of these projects will not only fuel the construction industry, but also increase productivity in the sector. In 2017, its GDP per job decreased slightly by 0.2% (+1.2% in Quebec), reaching \$96,538 (\$85,080 in Quebec).</li> <li>• The strong performance of all of Québec City’s sectors slightly exceeded expectations for 2017. This will translate to positive anticipated outcomes for 2018, with the GDP expected to grow by more than 2%. Productivity is also expected to increase due to the economic momentum. Last year, the area yielded \$78,048 per job (+1.3%), compared to \$77,980 in Quebec (+1.1%). This figure may soon approach the \$80,000 mark thanks to an approximate 2% increase, which would allow Québec City to compete with its Canadian peers.</li> </ul>
Sources	<p><u>Quebec International</u></p> <p><u>Quebec Results</u></p> <p><u>Quebec information</u></p> <p><u>Quebec information</u></p>

**Table 12. Florida REDI Initiative**

Country and case study name	<b>Florida Rural Economic Development Initiative (REDI) – United States</b>
Context	<p>Florida is a federal state in the US, and the second largest state east of the Mississippi river. It is 22<sup>nd</sup> largest state in the US in general. Florida is one of the fastest growing states in the US and is expected to have a population of 25.9 million by 2025. Since World War II, the development of southern Florida as a haven for retired northerners has added new population elements to the state, a trend augmented by the presence of numerous military bases.</p> <p>In 2004, there were 71,241 active-duty military personnel in Florida, 20,107 civilian personnel, and 3,068 Reserve and National Guard. Military and civilian personnel were stationed at facilities in Pensacola, Orlando, Jacksonville, and at Eglin AFB. In October 1979, the Key West Naval Air Station was made the headquarters of a new Caribbean Joint Task Force, established to coordinate US military activities in the Caribbean. The state had 29,967 active-duty Air Force personnel in 2004 the largest Air Force bases were Eglin, in Valparaiso; MacDill, near Tampa; and Tyndall, west of Tallahassee. The US Air Force Missile Test Center at Cape Canaveral (called Cape Kennedy from 1963 to 1973) has been the launching site for most US space flights, including all manned flights. US Department of Defence procurement contracts in Florida in 2004 totalled \$8.3 billion, seventh-highest in the United States for that year. Defence payroll, including retired military pay, amounted to \$9.3 billion. Florida had the highest amount paid to retired military in the United States in 2004. As of 31 October 2004, the Florida Highway Patrol employed 1,671 full-time sworn officers.</p> <p>Farming, lumbering and naval stores industries, all concentrated in northern Florida, were early mainstays of the economy. In the late 19th century, the extension of the railroads down the peninsula opened up an area previously populated only by Indians. Given the favourable climate, central and southern Florida soon became major agricultural areas. Tourism, aggressively promoted by the early railroad builders, became a major industry after World War I and remains so today.</p> <p>Florida's gross state product (GSP) in 2004 totalled \$599.068 billion, of which the real estate sector accounted for the largest portion at \$93.036 billion or 15.5% of GSP, followed by healthcare and social assistance at \$44.590 billion (7.4% of GSP) and wholesale trade at \$39.285 billion (6.5% of GSP). In that same year, there were an estimated 1,633,574 small businesses in Florida. Of the 449,070 businesses having employees, a total of 444,066 or 98.9% were small companies. An estimated 77,754 new businesses were established in Florida in 2004, up 11.5% from the previous year. Business terminations that same year came to 54,498, down 3.8% from the previous year. Business bankruptcies totalled 1,183 in 2004, down 22.9% from 2003.</p>

	<p>REDI initiative was established to better serve Florida's rural communities by providing a more focused and coordinated effort among state and regional agencies that provide programmes and services for rural areas. The criteria for participating in the programme is that,</p> <ul style="list-style-type: none"> <li>• the community has an employment base that is dominated by traditional agricultural or resource-based industries</li> <li>• to meet the first criteria, "Agriculture" or "Mining" must be in the top four industries under "Jobs by NAICS Industry Sector"</li> <li>• the population of the community is 25,000 or less</li> <li>• the community must be an unincorporated federal enterprise community, or an incorporated rural city that is not located in a designated rural county</li> <li>• the community must have at least three or more economic distress factors equal to or greater than similar designated rural communities</li> </ul> <p><u>Local economic distress factors:</u></p> <ul style="list-style-type: none"> <li>• low per capita income</li> <li>• low per capita taxable values</li> <li>• high unemployment</li> <li>• high underemployment</li> <li>• low weekly earned wages</li> <li>• low housing values</li> <li>• high percentages of the population receiving public assistance</li> <li>• high poverty levels</li> </ul> <p>To qualify, applicants must submit a request and current documentation that shows the local employment base is focused on traditional agriculture or a resource base industry (forestry, mining, fishing, hunting, quarrying, oil and gas extraction); and current data showing the community has at least three or more economic distress factors at least 25 percent greater than the state average.</p> <p>The following can assist with the most recent community labor statistics, percentage of students participating in the free lunch program, housing values, property tax values, census tracts, land use maps, etc.</p>
Purpose of the intervention	The main purpose of the initiative was to,

	<ul style="list-style-type: none"> <li>• Respond to specific community needs and requests;</li> <li>• Work with communities to improve their rural economies.</li> <li>• Assist communities in improving access to housing, health care, and educational opportunities.</li> <li>• Recommend waivers of provisions of economic development programs on a project-by-project basis.</li> <li>• Undertake advocacy, outreach, and capacity building to improve conditions in rural communities.</li> <li>• Provide direct access and referrals to appropriate state agencies as well as county and city associations.</li> <li>• Review and evaluates the impact of statutes and rules on rural communities and works to minimize adverse impact.</li> </ul>
<p>Key actors and their roles</p>	<p><b>Key partners running the programme are,</b></p> <ul style="list-style-type: none"> <li>• <u>Agency for Health Care Administration</u></li> <li>• <u>CareerSource Florida</u></li> <li>• <u>Department of Agriculture and Consumer Services</u></li> <li>• <u>Department of Children and Family Services</u></li> <li>• <u>Department of Corrections</u></li> <li>• <u>Department of Education</u></li> <li>• <u>Department of Environmental Protection</u></li> <li>• <u>Department of Health</u></li> <li>• <u>Department of Juvenile Justice</u></li> <li>• <u>Department of State</u></li> <li>• <u>Department of Transportation</u></li> <li>• <u>Enterprise Florida, Inc.</u></li> <li>• <u>Fish &amp; Wildlife Conservation Commission</u></li> <li>• <u>Institute of Food and Agriculture Sciences</u></li> <li>• <u>The Florida Regional Planning Councils</u></li> <li>• <u>VISIT FLORIDA, Inc.</u></li> <li>• <u>Water Management Districts</u></li> </ul> <p><b>Additional REDI Partners Include:</b></p> <ul style="list-style-type: none"> <li>• <u>Department of Elder Affairs</u></li> <li>• <u>Florida Association of Counties</u></li> <li>• <u>Florida League of Cities</u></li> <li>• <u>United States Department of Agriculture - Rural Development - Florida</u></li> </ul> <p>*There s no information on the exact role of each actor and how they contribute to the initiative. The partners come from both federal and state authorities.</p>
<p>Beneficiaries</p>	<p>Rural communities, local population, rural small businesses</p>
<p>Key services</p>	<ul style="list-style-type: none"> <li>• <b>Rural revolving loan programme</b></li> </ul> <p>This programme was established within the Department of Economic Opportunity (DEO) to facilitate the use of existing federal, state, and local financial resources to promote the economic viability of rural communities. The program provides long-term loans, loan guarantees, and loan loss</p>

reserves. Generally, the interest rate will not exceed five percent per annum; and the commitment fee for a guaranty will not exceed three percent. The Director of DEO makes the final decisions on projects including all terms and conditions of the loan.

Eligible applicants must be a unit of local government in a rural county; or be an economic development organization substantially underwritten by a unit of local government within a rural county; and demonstrate the ability to repay the loans, and/or compensate for the guarantees and reserves.

Eligible projects / expenditures:

Any public purpose project may be acquired, constructed, or improved with the assistance of the programme. Projects must result in the creation or retention of jobs, the maintenance of existing industry or economic activity, or the expansion or diversification of the local economic base. Eligible uses of loan proceeds include the purchase of equipment; the acquisition, construction, or improvement of buildings; acquisition of land, water/sewer projects.

• **Regional Rural Development Grants**

The Department of Economic Opportunity (DEO) Regional Rural Development Grant programme was established to encourage rural communities to leverage limited resources by utilizing regional economic development organizations to develop and implement long-term strategies that will help attract new businesses; grow existing businesses; and build the innovative and adaptive capacity of rural leaders who are active in decision-making roles in their communities.

Eligible applicants include organizations made up of two or more contiguous rural counties, which agree to cooperatively establish an economic or tourism development office, with a desire to develop, promote, and implement sound economic strategies to improve the quality of life of the areas they serve. Consultants may not apply.

An organization may receive up to \$50,000 or \$150,000 if representing two or more rural counties. Grants must be matched by an equivalent amount of non-state resources. Applicants must have a current organizational strategic plan, provide letters of support and documentation of financial or in-kind support from each partner listed on the application, and a full organizational budget. Organizations that do not have a current strategic plan will be required to use a portion of awarded funds to develop or update their plan.

• **Rural Infrastructure Fund**

The purpose of the Rural Infrastructure Fund Grant is to facilitate the planning, preparing, and financing of traditional economic development or nature-based tourism infrastructure projects that encourage job creation and

	<p>capital investment in rural communities. The Department of Economic Opportunity (DEO) may award up to 40 percent of total costs for catalyst site projects, and no more than 30 percent of total costs for projects in rural counties that are not located on designated catalyst sites. The three types of grants available under the program are as follows:</p> <p>Total Project Participation Grants - Up to 30 percent of the total infrastructure project costs related to specific job-creating opportunities; and up to 40 percent of the total infrastructure project costs related to specific job-creating opportunities for projects located on a designated catalyst site.</p> <p>Infrastructure Feasibility Grants - Funding for infrastructure feasibility studies, design, and engineering or other planning and preparation activities that will help facilitate the location or expansion of specific job-creating opportunities. Grant awards are dependent on the number of jobs a business commits to create; and project location.</p> <p>\$50,000 (max.) for projects creating at least 100 jobs  \$150,000 (max.) for projects creating at least 300 jobs  \$300,000 (max.) for projects in a Rural Area of Opportunity (RAO)</p> <p>Preclearance Review Grants - This grant is used to help local governments access resources available pursuant to section 403.973(18), Florida Statutes, (Expedited permitting; comprehensive plan amendments).</p> <p>Grants may be used for surveys, feasibility studies and other activities related to the identification and preclearance review of land use modifications. Available funding and the required match is dependent on the location of the project and the degree to which administrative and consultant expenses are minimized.</p> <p>\$75,000 (max.) with a 50 percent local match  \$300,000 (max.) with a 33 percent local match for activities in a RAO.</p> <p><b>• Military Community Programmes</b></p> <p>This programme consists of two initiatives, Florida Defence Reinvestment Grant Programme and Florida Defence Infrastructure Grant Programme.</p> <p>Both initiatives are meant to support investment in military in the Florida area. Applicants can be military departments but also local authorities and companies. The REDI website gives full information on previous grant applicants and the reason they received the funding.</p>
Enabling factors	Federal authorities, state authorities, military. Each of the authorities contributes towards running various initiatives that are meant to foster employment and empower and grow the rural community.
Outcomes and impact	Results for 2011/2012:



	<ul style="list-style-type: none"> <li>• 158 awards; awarded over \$98m</li> <li>• 129 waivers of match, fee or programme requirements to applicants in rural areas</li> <li>• creation or retention of 1,734 jobs</li> <li>• technical assistance, training, tax incentives and loans to further economic development provided to local authorities</li> </ul>
Sources	<p><u>REDI Initiative</u></p> <p><u>REDI Report for 2011/2012 (published in 2013)</u></p> <p><u>Military grants</u></p> <p><u>Military grants second initiative</u></p> <p><u>Florida information</u></p>

**Table 13. California Silicon Valley Initiative**

Country and case study name	<b>California Silicon Valley – United States</b>
Context	<p>California is . Its economy is now 5<sup>th</sup> biggest in the world, overtaking not just many US states but also United Kingdom. In 2017, the GDP of the State of California was 2.747 trillion USD. The state has a population of 30,54 million (2017).</p> <p>The financial services sector is the largest sector of California’s economy, and manufacturing is the second largest. Services, including the financial sector, wholesale and retail trade, and transportation and public utilities, account for more than 70 percent of all economic activity in the state. California’s agricultural sector is the largest in the nation. Despite a drop in recent years, goods exports are important to the state’s economy. California is home to more Fortune 500 companies than any other state. In the past decade, California has ranked either first or second in the number of Fortune 500 companies headquartered in the state.</p> <p>California Silicon Valley (phrase first used by a journalist Don C. Hoefler in 1970s) continually attracts world attention for its economic growth, because a region with no prior industrial development managed to turn itself into one of the most profitable regions in the world. This particularly applied to San Francisco Bay Area; however, other areas of this region are showing increased development, such as San Jose area. The total population of the region is 3.07 million, there are 1,638,698 jobs, average annual earnings are USD 130,879, net foreign immigration is +22,232.</p> <p>The Silicon Valley is a synonym for digital development and high-tech, and the term is largely imaginary because there is no one place called Silicon</p>

	<p>Valley. However, it became world known due to mass media influence and it became a ‘state of mind’. The region usually describes the southern half of the San Francisco Bay Area. It stretches north of Palo Alto toward the San Francisco airport, spills over the Santa Cruz Mountains to the southwest, and sprawls to the east and south of San Jose.</p> <p>The corporate headquarters such as Google, Apple, Cisco, Intel, Facebook, Amazon and Yahoo are all in the region. The companies working in region are responsible for invention of personal computer, the Internet, Google, smart phones, all products that became everyday essentials around the globe. The region has thus transformed news, media, books, music, and Hollywood.</p>
<p>Purpose of the intervention</p>	<p>This region was not created through a certain policy of local and state authorities, but through attraction of famous companies that promoted the region. Thus, the region attracted direct investments from major global corporations. This is because high-tech companies came to the area with many Universities and research facilities, which were conducting research in technology advancement. Companies that work in the region include for example,</p> <p>Abbott  Adobe Systems  AMD  Apple Computer  Applied Materials  Ariba, Inc.  Atmel Corporation  BAE Systems  Cisco Systems  Communications &amp; Power Industries, Inc.  Cornish &amp; Carey Commercial/ ONCOR International  Covad Communications, Group  Cypress Semiconductor Corp.  eBay Inc.  E*Trade Financial  Genentech  Google  Hewlett-Packard Company  Intel Corporation  IXYS Corporation  KLA-Tencor Corporation  Komag Incorporated  Lam Research Corporation  Linear Technology  LSI Corporation  McAfee, Inc.  Maxim Integrated Products  MIPS Technologies  National Semiconductor</p>

	<p>NVIDIA  NXP Semiconductors  O.C. McDonald  Oracle Corporation  Palm, Inc.  PMC-Sierra, Inc.  Rambus, Inc.  Ropers Majeski Kohn &amp; Bentley  SanDisk Corporation  Silicon Storage Technology, Inc. (SST)  SRI International  Sun Microsystems  Symantec Corporation  Tyco Electronics  Varian Medical Systems  Vishay Siliconix  Wilson Sonsini Goodrich &amp; Rosati  Xilinx, Inc.  Yahoo! Inc.  Zoran Corporation</p> <p>As these companies also attract most foreign talent and perform well in the global market, along with support from the mass media, this created a successful region despite a history of non-development. Many countries in the world are trying to replicate the success of the Silicon Valley, such as China for example, where the Government has been heavily investing in creating Universities and research facilities to create a symbiosis between Universities and corporations as in California.</p>
Key actors and their roles	Key actors in the region are major corporations, which generate most income. The state also generates income through advanced research and development activities, which are the most developed in the US.
Beneficiaries	Local community, country in general
Key services	The Silicon Valley is not about services. It is about a strong higher education system and advanced research facilities, which attracted corporations who wanted to develop their business there and develop products. In addition, this brought publicity from the mass media that coined the term Silicon Valley, which then also promoted the region and attracted FDI and foreign talent.
Enabling factors	Universities and research centres, which attracted corporations and investments in the region.
Outcomes and impact	In 2017, the number of people working in the region was 1,638,698. The income figures show that wages in California are above the national average for the US, and wages in Silicon Valley are above both California and the national wages. For example, the average national wage in the US in 2016 was 49,246 USD, in California it was 56,374 USD. But, in Silicon Valley in the same period the wages

	<p>were 93,707 USD and 110, 418 USD for San Francisco area. The overall income of the region is significantly higher than in other regions in the US, e.g. for 2015, Silicon Valley earned 717,222,000,00 USD.</p>
Sources	<p><u>Development of Silicon Valley</u></p> <p><u>Silicon Valley as a state of mind</u></p> <p><u>The role of journalism in creating the term Silicon Valley</u></p> <p><u>Personal income data</u></p> <p><u>Employment data</u></p> <p><u>City Income data</u></p> <p><u>General population data</u></p> <p><u>City Finances</u></p> <p><u>Companies working in Silicon Valley</u></p> <p><u>Success of the Silicon Valley</u></p> <p><a href="#">California's growth</a></p> <p><a href="#">California's economy</a></p>

**Table 14. ProMexico Initiative**

Country and case study name	<b>ProMexico Initiative - Mexico</b>
Context	<p>Mexico has suffered from a stereotype of Mexicans as a slow subsistence farmers for decades; however, Mexico has transformed itself into one of economically most developed countries in Latin America. In 2017, the population of Mexico was 123 million people, with Mexico City having a population of 8 million people.</p> <p>In 2016, GDP was 1,046 trillion USD. However, income inequality remains a problem and furthermore, even though the unemployment rate is declining and stands at less than four percent, underemployment is also a prevalent in Mexico. Due to inequality, the lure of Mexico’s northern neighbour, the United States, has been quite strong. As a result, many Mexicans have immigrated to the United States in search of a better future, yet the flow of migrants has slowed over the last decade and the current political climate is much less supportive of immigration.</p> <p>ProMexico is an initiative to foster trade, and the emphasis is on attracting investments and supporting export. The initiative is launched to further foster economic growth and tackle poverty and unemployment.</p>
Purpose of the intervention	<p>The initiative is interested in internationalisation. Internationalisation is defined as the decision of an international expansion, which allows Mexican companies to participate in the global economy in order to increase their productivity. For ProMéxico, international expansion means that a Mexican company, or its subsidiaries, are able to produce or offer their goods and services in foreign markets in a more efficient way.</p>
Key actors and their roles	<p>ProMexico is an organisation offering support in fostering trade.</p> <p>The objectives of the organisation are,</p> <ul style="list-style-type: none"> <li>• Assist in conducting, coordinating and implementing actions in promoting foreign trade and attracting foreign direct investment perform the agencies of the federal government.</li> <li>• Promote and support exports and internationalization of Mexican companies through measures to reorder, strengthen, improve and innovate the mechanisms of promotion of competitive export supply, mainly of small and medium enterprises.</li> <li>• Disseminate and provide advice especially to small and medium-sized enterprises about the benefits contained in international treaties and negotiations on trade issues, promoting the placement of its products and services in the international market, directly or indirectly.</li> </ul>

- Provide advice and technical assistance for exports to Mexican companies.
- Organize and support the participation of companies and producers missions, trade fairs and exhibitions that are made abroad, to disseminate domestic and promote the establishment of centers of distribution of those products in other nations.
- Promote activities aimed at attracting foreign direct investment to carry out the agencies of the federal public service, and support to states in the location of foreign direct investment in the country.

In addition, there are national incentives for starting a business in Mexico,

- **Foreign trade incentives programs**

**Import Tax Refund to Exporters (DRAWBACK):** Offers the possibility of paying back a duty previously paid on exporting excisable articles or on re-exporting foreign goods.

**Manufacturing, Maquila and Export Service Industry (IMMEX):** The IMMEX Program is an instrument which allows the temporary importation of goods that are used in an industrial process or service to produce, transform or repair foreign goods imported temporarily for subsequent export or provision of export services, without covering the payment of general import tax, value added tax and, where appropriate, countervailing duties.

**Sectorial Promotion Programs (PROSEC):** These programs are aimed at legal entities that produce certain goods, allowing them to import diverse goods for use in the development of specific products at preferential ad-valorem tariffs (General Import Tax), regardless of whether the goods to be produced are for export or the domestic market.

- **Tax incentives programs**

**Immediate deduction:** It is a deduction that applies to encourage investment in the country, except in the metropolitan areas of Mexico City, Monterrey and Guadalajara. However, this deduction applies to projects that require the use of labour-intensive, non-polluting and does not need to make an intensive use of water.

**Federal tax incentives for companies that do not have established residence in Mexico:** Eligible maquila companies (now IMMEX) under certain conditions are granted a significant reduction in the payment of income tax.

**Tax credit for federal tax on R&D:** Eligible companies can receive a tax credit of 30% of total spending on research and development activities (R&D), including process and design.

- **Technological development and innovation programs**

	<p><b>Innovation incentives programs:</b> Supporting programs for companies that invest in research, technology development, and innovation aimed to develop new products, processes, or services.</p> <p><b>International Fund:</b> It is an International Cooperation Fund for the promotion of scientific and technological research between Mexico and the European Union, which supports projects in the following formats: joint research projects and the creation and strengthening of research networks.</p> <p>Creative Industries also receive support from the Government, and the incentives available are grouped in several programmes,</p> <p>EFICINE  FIDECINE  FONDO PRO AUDIOVISUAL  PROSOFT  FONDO INNOVACION  CONACyT</p>
Beneficiaries	Population of Mexico, Mexican businesses
Key services	<p>The services are divided to four areas,</p> <ul style="list-style-type: none"> <li>• INVEST</li> </ul> <p>Information is offered on how to obtain basic information on investing in Mexico <u>step-by-step</u>, and the information include advise on immigration, regulation and registration, tax regime, and investment incentives. The industry that is also particularly emphasised is Film industry, which has a separate sub-page on ProMexico website. The initiative is called Film-Friendly Mexico, and it works to promote the country as the best destination for film and audio-visual productions. The mission of this sub-initiative is to help make Mexico a home away from home working with government agencies and the local audio-visual industry to ensure that film-friendly policies and mechanisms work smoothly, so foreign productions can take full advantage of competitive financial schemes, awesome locations, world class studios and skilled talent with a make it happen attitude.</p> <p>A large focus of the initiative is also on creative industries. Aware of the potential and the strategic role of creative industries, Mexico is determined to become one of the best players in the world and the ultimate centre for the production of audio-visual and interactive content in Latin America.</p> <ul style="list-style-type: none"> <li>• EXPORT</li> </ul> <p>The information is offered on how to start exporting Mexican products. The same <u>step-by-step information</u> is available for Mexican companies on how to start exporting (in Spanish only).</p> <ul style="list-style-type: none"> <li>• INTERNATIONALISATION</li> </ul>

	<p>ProMéxico's offers assistance for the international expansion of Mexican companies, such as distribution and trade representation abroad, presence in showrooms or distribution centres, establishment of joint ventures, or partnerships with foreign companies, acquisitions of foreign firms, participation in international tenders or bids, franchise operation, and wholly owned subsidiaries establishment or the construction and operation of production facilities in another country.</p> <p>The internationalisation web page also offers a step-by-step guide on how to <u>internationalise business</u>. The procedure here works in the following way,</p> <p><b>Identifying an opportunity</b></p> <p>When ProMéxico detects or receives a Mexican Company that has the potential to expand its activities abroad.</p> <p><b>Becoming a candidate</b></p> <p>When the interest of the Mexican company to expand its activities abroad is proved and has the approval of the project by the ProMéxico's Trade Representative Office Abroad.</p> <p><b>Negotiating</b></p> <p>This step is given when the contact between the Mexican company and ProMéxico's representative of the office abroad, begins negotiations with local counterparts for the company installation in the country in any form of business. For example: store, representative office, distribution center, joint venture, production plant, etc.</p> <p><b>Closing–confirmation</b></p> <p>When the Mexican company and its subsidiary confirms to ProMéxico through a Confirmation-Letter, that it has been established in the country of its interest, the sales expectations of the project and that the services and goods of ProMéxico have contributed to the performance of international expansion.</p> <p><b>Follow–up</b></p> <p>When ProMéxico keeps searching for information that allows the Mexican company already installed abroad (subsidiary) to expand its international business project to other countries or markets.</p> <p>The website of the initiative also offers a list of literature and advices compiled under the page <u>Communication</u>.</p>
Enabling factors	ProMexico organisation, central and local government.



<p>Outcomes and impact</p>	<ul style="list-style-type: none"> <li>• Mexico is the largest exporter of creative goods in Latin America</li> <li>• Mexico ended the last quarter of 2016 with 23.1% of GDP in investment and figures for 2017 are practically the same</li> <li>• Mexico’s GDP accounts for 1.043 trillion USD, a quarter of which is investment (some 270 billion USD) and of this total investment, foreign investment accounts for 10% (27 billion USD), an equivalent to approximately 2% of GDP</li> <li>• Mexico is the country with highest infrastructure in film exhibition in Latin America</li> <li>• International trade accounts for 68% of its GDP</li> </ul>
<p>Sources</p>	<p><u>Mexico data</u></p> <p><u>ProMexico Initiative</u></p> <p><u>Film-Friendly Mexico</u></p> <p><u>Mexico results</u></p>

**Table 15. Smart Dubai Initiative**

Country and case study name	<b>Smart Dubai –The United Arab Emirates</b>
Context	<p>The United Arab Emirates (UAE) is located at the southwest end of the Persian Gulf. The country is very conservative and authoritarian, with the Government maintaining stable policies and strongly regulating all aspects of social life and the media system.</p> <p>The population of the UAE amounts to around 10 million, with the vast majority living in urban areas and cities. The economy of the United Arab Emirates is reliant on oil, which accounts for the majority of its exports. At present, the UAE possesses one of the largest shares of the world’s oil reserves and produces around four million barrels of oil a day, most of which is exported to Asia and the Pacific region.</p> <p>The industrial sector composes around 55 percent of total gross domestic product generated in the UAE. The UAE has become a global trade centre and until recently, the country boasted quite a large trade surplus, likely due to the country’s free trade zones which have helped attract foreign investors. As of 2015, this surplus has been reduced considerably though. Due to the country’s oil wealth, GDP per capita is comparable to the average GDP per capita of Europe as a region. The economy has been impacted by lower oil and gas prices and growth has decreased somewhat in the past few years, however growth is expected to stabilize over the next few years, after a dramatic slump in 2017. While the country is making attempts to diversify its economy beyond oil, the economy is expected to remain strong for the foreseeable future.</p>
Purpose of the intervention	<p>The Smart Dubai initiative is anchored with the aim to make Dubai the happiest city on earth. Collaborating with private sector and government partners, Smart Dubai was established to empower, deliver and promote an efficient, seamless, safe and impactful city experience for residents and visitors. To achieve its strategic pillars, Smart Dubai aims to introduce strategic initiatives and develop partnerships to contribute to its Smart Economy, Smart Living, Smart Governance, Smart Environment, Smart People and Smart Mobility dimensions</p> <p>Smart Dubai builds on a legacy of innovative programs developed by the Dubai government to drive global competitiveness. Early examples include the launch of Dubai eGovernment in 1999, when global internet penetration was less than 5% of the establishment of the first excellence program of its kind in the world, the Dubai Government Excellence Program in 1997, is a testament of prioritizing service excellence.</p> <p>The Smart Dubai initiative is supported by a tiered partnership framework, enabling government, private sector and institutional partnerships to</p>

	encourage engagement and collaboration in achieving the vision of His Highness.
Key actors and their roles	<p>Key actor is Sheikh Mohammed Bin Rashid who instigated this initiative. The initiative was designed and implemented jointly by the following organisations,</p> <p>Dubai Municipality (DM)  Dubai Health Authority (DHA)  Dubai Police (DP)  Roads and Transport Authority (RTA)  Department of Economic Development (DED)  Dubai Electricity and Water Authority (DEWA)  Dubai Smart Government (DSG)  The Executive Council (TEC)  Department of Tourism and Commerce Marketing (DTCM)</p> <p>* No additional information on the role of each actor is available</p>
Beneficiaries	Local community
Key services	<p>Smart Dubai Global Network</p> <p>This initiative is a network of Cities, and the support is offered in development of businesses and networking events are organised. Support is offered to start-ups such as</p> <ul style="list-style-type: none"> <li>• 3+3-month program, which provides 10 selected Smart City companies with hands-on mentorship from over 100 industry experts, office space in Dubai, seed funding, and access to a global network of investors and corporate partners from across the Smart City industry.</li> <li>• Skill development is offered through specially designed courses such as Smart City University, Master in City Science, Master in Data Analytics, Dubai Data Compliance Course, Big data analytics workshops for analysts, Big data analytics for managers, and happiness diploma course.</li> <li>• Knowledge hub provides publications on economic trends and investment opportunities, and these documents are available publicly for download.</li> <li>• Awards are provided in variety of industries, such as World Smart City Awards, HR Excellence awards, Telecom Review Excellence award, etc.</li> <li>• Events calendar provides information on business events available in the global network of smart cities</li> <li>• Directory service, available only, provides a list of experts looking to collaborate with other businesses or offering consultancy services.</li> </ul>
Enabling factors	Royal family of UAE, local authorities

<p>Outcomes and impact</p>	<ul style="list-style-type: none"> <li>• Dubai's reputation as an exemplary innovator in economy and living is further evidenced by its leading rankings on the World Bank Ease of Doing Business Index (number 23 globally) and Mercer Quality of Living Index (First in the MENA Region).</li>   <li>• Dubai is home to over 300 global and regional ICT firms. Despite its relatively small geography and populace, the city has leveraged its location and infrastructure to attract global players to locate their regional hubs from the city. His Highness' vision primes the city's leadership to continue on its quest for excellence, with a refocused, human purpose.</li>   <li>• Dubai is home to 4 million residents from 180 countries. Dubai welcomes five times its population in visitors each year (20 million in 2013). The impact the city can create with a goal to drive happiness is immense, and growing exponentially year by year. Dubai is already ranked seventh on the Happiness Index in 2014.</li> </ul>
<p>Sources</p>	<p><u>About Smart Dubai</u></p> <p><u>UAE facts</u></p>

## APPENDIX II

**Table 16. CONSORTIA INITIATIVE: Regional Programme for Productive Activities**

Context	<ul style="list-style-type: none"> <li>• Consortia members are SMEs working together to overcome problems they are facing when going international. There are nine Consortia' linked with regional association of craft. The Consortia members pay annual enrolment quote to the association and every service they use for internationalisation of their businesses.</li> <li>•</li> </ul>
Purpose of the Intervention	<ul style="list-style-type: none"> <li>• The Consortia help the associated SMEs penetrate export markets, and the membership of Consortia varies (some have six members and some have seventy). Most of them are specialised in a particular sector including fashion, agricultural products, traditional handicraft, mechanical, and agricultural equipment), while a minority is multi-sectoral. For this reason, Consortia specialises in different export markets including Europe (Germany, France, Poland, North Europe), the Eastern area (Russia, Kazakhstan), South America, North America, Japan, Chile, India, and South Africa.</li> <li>•</li> </ul>
Key actors and their roles	<ul style="list-style-type: none"> <li>• The Consortium has shared governance. The owners of companies who join decide together on multiannual projects and the annual priorities and investments. They share information, costs, capabilities, opportunities and results</li> <li>• Each Consortium is an organisation that uses specialised employees in strategic and operative international marketing</li> <li>• The Consortium has its own economic and financial balance: it is independent, and it can invest for all associated SMEs</li> <li>• The activities of Consortia are financed through membership scheme as well as contribution from Emilia Romagna region, which also runs accreditation programme to set standards Consortia must abide with.</li> <li>•</li> </ul>
Beneficiaries	<ul style="list-style-type: none"> <li>• Local businesses</li> </ul>
Key services	<ul style="list-style-type: none"> <li>• The Consortium operates following a specific method and investing in specific actions. If the market is unknown, the Consortium usually conducts studies and invests time and money to understand the market. After that, the Consortium develops actions. If the market is unknown, the Consortium usually invests in the most important exhibitions and international events of this market, with the aim of assuring the maximum business to business relationships for each member company.</li> <li>•</li> </ul>
Enabling factors	<ul style="list-style-type: none"> <li>• Emilia Romagna regional government</li> <li>• Business and Entrepreneurial Associations that promoted the set-up of Consortia;</li> <li>• Networking and sharing information, costs and actions between SMEs</li> </ul>
Outcomes and Impact	<ul style="list-style-type: none"> <li>• 2014: 17 projects submitted by 17 Consortia; 17 projects approved; amount of eligible spending €4.503.090, regional contribution: €1.840.520</li> </ul>

	<ul style="list-style-type: none"> <li>• 2015: 18 projects submitted by 18 Consortia; 18 projects approved; amount of eligible spending €4.737.430, regional contribution: €2.001.259</li> <li>• 2016: 17 projects submitted by 17 Consortia; 17 projects approved; amount of eligible spending: € 4.470.300, regional contribution: €2.015.892</li> </ul>
--	------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

**Table 17. ERGO INITIATIVE: ‘Emilia Romagna Going Global’**

Context	This is a coordinated framework of actions for the internationalisation of the economic and knowledge sectors of Emilia Romagna region. Regional Government then implement proposed activities during a period of four years.
Purpose of the Intervention	<ul style="list-style-type: none"> <li>• Support SMEs in penetrating foreign markets;</li> <li>• Promote inward investments</li> <li>• Carry out promotional activities for the benefit of the whole regional system and Emilia-Romagna brand</li> <li>• Concentrate resources and efforts on the most strategic markets and building cooperation networks and opportunities with international knowledge hubs</li> </ul>
Key actors and their roles	<ul style="list-style-type: none"> <li>• Emilia Romagna Regional Government;</li> <li>• Business and Entrepreneurial Regional Associations;</li> <li>• Chambers of Commerce</li> <li>• National Trade Agency and Ministry for Economic Development;</li> <li>• Regional SMEs, Universities and research centres, regional Clust-ERs</li> </ul>
Beneficiaries	Local businesses, research centres, and universities
Key services	<ul style="list-style-type: none"> <li>• The programme is open to enterprises, research centres, and universities located in Emilia Romagna region. Depending on the stage of the internationalisation process different activities are available for different stakeholders, e.g. <ul style="list-style-type: none"> <li>a) Organisation of business and/or institutional meetings;</li> <li>b) Promotional events (including cultural events) in target countries;</li> <li>c) Institutional cooperation agreements with regional or provincial institutions counterparts in target countries;</li> <li>d) Setting of priorities and evaluation criteria for the selection of projects to be financed through open calls for enterprises;</li> </ul> </li> </ul>

	e) Joint promotional projects in target countries with business unions and chambers of commerce (in which regional enterprises are involved as final beneficiaries).
Enabling factors	Emilia Romagna local authority
Outcomes and Impact	<ul style="list-style-type: none"> <li>• Improvement of promotional activities in some target countries;</li> <li>• Concentration of financial resources on a limited number of targets;</li> <li>• Implementation of different and coordinated events in target countries.</li> </ul>

**Table 18. INVESTINER Initiative**

Context	The Emilia-Romagna Region supports the generation, attraction and retention of investments in its territory with several policies and tools, such as: incentives according to regional law 14/2014 for promotion of investments, signature of agreements for the Settlement and Development of Enterprises, contact point for foreign investors, website <a href="http://www.investinemiliaromagna.eu">www.investinemiliaromagna.eu</a> , information tools, networking and governance activities with national and local operators.
Purpose of the Intervention	<p>This intervention is implemented through calls for investments projects having the potential of advancing economic development of the region in those sectors identified by the S3 Strategy (first call for investment projects) and in crucial areas of Industry 4.0 (second call for investment projects).</p> <p>Specific objectives of the calls are operationalised into evaluation criteria of investments' offers and include: increased employment; increased expenditure and jobs in R&amp;D and innovation; increased collaboration with regional research system; consolidation and development of key sectors, drivers and key enabling technologies identified by the regional S3 Strategy.</p>
Key actors and their roles	<p>Emilia-Romagna Regional Government carries out scouting and promotional activities, issues the calls for investments and sets priorities and evaluation criteria accordingly, assesses and evaluates submitted projects, provides grants, cooperates with local authorities where the investment is located in order to smooth any authorisation process, signs and implements formal Agreement for the Settlement and Development of Enterprises;</p> <p>ERVET: supports the regional government in managing calls for investments, manages the dedicated website; provides contact point services prior and after investments;</p> <p>Local bodies and operators/stakeholders involved in the attraction and promotion of investments.</p>
Beneficiaries	<ul style="list-style-type: none"> <li>• beneficiaries are either companies already settled in the regional territory and willing to expand their investment portfolio and companies wishing to settle in the regional territory either from foreign countries or from other Italian regions.</li> </ul>

Key services	<ul style="list-style-type: none"> <li>• promotion of the region as an attractive investment location;</li> <li>• scouting and investors' days;</li> <li>• contact point, information and orientation services, pre-and after investment care</li> </ul>
Enabling factors	<ul style="list-style-type: none"> <li>• Regional transport and broad band infrastructures, widespread presence of clusters of SMEs specialising in medium-to-high-tech sectors, universities, strong research base and capacities, skilled workforce, high standing universities and research centres, welfare standards and services, education system, incentives and supportive public system. Incentives are provided with priority to companies working in areas defined as strategic according to Smart Specialisation Strategy and Industry 4.0, i.e. mechatronics and automotive, agriculture, construction, health and wellbeing, and culture and creativity, Big Data, IOT, etc.</li> </ul>
Outcomes and Impact	<ul style="list-style-type: none"> <li>• 1,456 jobs have been created by the regional law for the Promotion of Investments (L.r. 14/2014) so far with the first and second call (2016-2017)</li> <li>• results of the second call to enter into regional Agreements for Settlement and Development of Enterprise, related to Industry 4.0:</li> <li>• 5 investment programmes in research centres have been approved after the second and last evaluation phase (Regional resolution n.1277/2018),</li> <li>• 257 new jobs (of which 218 graduates) have been created,</li> <li>• 38.3 million euro of total amount of the investments,</li> <li>• 11.6 million euro of incentives has been provided by the Regional Government,</li> <li>• investments related to Industry 4.0 areas: the call focused on R&amp;D centres in Augmented Virtual Reality, Big Data, Internet of Things, Artificial Intelligence; these centres will be available also for third parties.</li> <li>• results of the first call to enter into regional Agreements for Settlement and Development of Enterprises: 14 investment programmes have been approved, providing the creation of 1,017 new jobs - 625 graduated of which about 302 researchers - and further 237 existing jobs absorbed by redirections of production. The Regional Government will provide 43 million Euro of incentives while the total amount of the investments is 531 million Euro. The procedure has considered several evaluation criteria, among which the consistency with the key sectors identified by the Region's Smart Specialization Strategy (S3). Most of the projects are in the sectors of Mechatronics and Automotive. Other investments are in the Agrofood, Health, Construction and ICT sectors.</li> </ul>



**Table 19. The Innovation Park, International Hub for the Attraction of Investments, Business and Talents**

Context	<p>The good practice illustrates how a city could increase its competitiveness at international level by relying on a multi-level project based on territorial distinctive competences, through the attraction of enterprises and talents, the development of a research system and the implementation of actions aimed at supporting an ecosystem of innovation and technology transfer.</p>
Purpose of the Intervention	<ul style="list-style-type: none"> <li>• To attract knowledge, research and innovation and the exchange of talents, experiences and relationships</li> </ul>
Key actors and their roles	<ul style="list-style-type: none"> <li>• Reggio Emilia's Technopole, equipped with mechatronic, energy, environmental and agro-food platforms managed by the University of Modena and Reggio Emilia (UNIMORE) and the Research Centre for Animal Production (CRPA). <i>Mechatronics, agro-food, energy / environment</i>. The distinctive skills related to mechatronics, agro-food and the green economy find an important point of reference in the research and technology-transfer activities of Reggio Emilia's Technopole. Created in 2013 to produce and disseminate knowledge, the Technopole's goal is to attract hi-tech and high-added-value enterprises and foster collaboration between research laboratories and companies, by transferring know-how and creating the network of relationships underlying the dissemination and creation of knowledge. It brings together four centres for advanced research and technology transfer related to the mechatronics, agribusiness and sustainable energy fields, managed by the University of Modena and Reggio Emilia (UNIMORE) and the Centre for Research and Animal Production (CRPA).</li> <li>• International Centre for the Defence and Promotion of the Rights and Potentials of All Children – public/private company that focuses on learning in early childhood and targets infant-toddler centres and pre-school. The educational philosophy that children must be able to learn and develop independently in relation to others, and must have the right to develop independently. The activities to enhance this strategy and meet objective of creating talent is cultural exchange and networking with similar organisations in 34 countries around the world. In addition, materials and books are being published for educational purposes. Research group is formed and provides training and development programmes. Each programme is designed based on individual preferences of child.</li> <li>• Municipality of Reggio Emilia, Emilia Romagna region, provide support and funding</li> </ul>
Beneficiaries	<ul style="list-style-type: none"> <li>• Local community, local businesses</li> </ul>
Key services	<ul style="list-style-type: none"> <li>• This is a multi-level project consisting of the following exercises, <ul style="list-style-type: none"> <li>○ Development of specific skills;</li> <li>○ Construction of infrastructure for research and innovation;</li> </ul> </li> </ul>

	<ul style="list-style-type: none"> <li>○ Privileged accessibility;</li> <li>○ Development of high-value-added services for enterprise;</li> <li>● Attraction of concentration of funding</li> <li>● Opening educational institutions that will conduct research and create knowledge transfers, and who will offer services to business wishing to transfer their production and work to the Emilia Romagna region.</li> <li>● Publication activities.</li> <li>● Networking activities.</li> <li>● Workshops.</li> <li>● Cultural activities.</li> <li>● The development of the Innovation Park requires the active involvement of the business system, which should be offered research and technology transfer in line with the most modern market requirements; in parallel, the international promotion of the park is strategic for the attraction of resources as well as for setting up projects and collaborations with other countries.</li> <li>● Companies that will be settled in the Park will be offered: <ul style="list-style-type: none"> <li>● - High-quality spaces, not only functional and innovative but also of great image for the company;</li> <li>● - presence of internationally renowned companies and leaders in research and innovation sectors;</li> <li>● - sharing and collaboration with specialized research centres;</li> <li>● - constant collaboration with university laboratories, research centres and internationalization services for the economic promotion of research results;</li> <li>● - possibility to benefit from the international relations of the actors settled in the area;</li> <li>● - preferential relations with the world of school and university.</li> </ul> </li> <li>● Services will be provided by REI (Reggio Emilia Innovation), ASTER (regional hub of technology transfer), Unimore, E35 Foundation (agency for European and international promotion, participated by the Municipality and other local stakeholders), CRPA and the same companies settled in the area.</li> </ul>
Enabling factors	<ul style="list-style-type: none"> <li>● Emilia Romagna</li> <li>● Reggio Emilia Municipality</li> <li>● National authorities</li> <li>● Private sector's funding</li> </ul>
Outcomes and Impact	<ul style="list-style-type: none"> <li>● €28 million funded by the state (City National Plan, National call for urban requalification of suburbs)</li> <li>● €2 million funded through the Single Planning Document of the Emilia Romagna region</li> <li>● €20 million of private funds funded by private companies and participants in programmes</li> <li>● Thousands of talents and researchers visited the region to participate in workshops and professional development initiatives (study groups). Annually, the Centre hosts 25 groups for vocational study focused on target countries (Sweden, Japan, USA, Israel, Germany, Spain, South America, etc). In addition, two international study groups composed of</li> </ul>

	<p>500-600 researchers and scholars from more than 40 countries participated in Centre’s programmes, and in total 5000 to 6000 people were involved (teachers, professors, educators, individuals, artists, architects, etc.).</p> <ul style="list-style-type: none"> <li>• Approximately, 20 companies have signed agreements for the installation of their R&amp;D activities, or parts thereof, in the Innovation Park.</li> </ul>
--	---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

**Table 20. PARTNERSHIP WITH SOUTH AFRICA (‘From Solidarity to Economic Development’)**

Context	<ul style="list-style-type: none"> <li>• A partnership was established (dates back to the 1970s) between South Africa and Emilia Romagna region where the region provided extensive support in combating apartheid regime.</li> </ul>
Purpose of the Intervention	<ul style="list-style-type: none"> <li>• The initiatives were concentrated on reminding partners in South Africa on that support and developing new initiatives strengthen international relations</li> </ul>
Key actors and their roles	<ul style="list-style-type: none"> <li>• Emilia Romagna utilised historical links with South Africa to improve relationship and create business opportunities</li> </ul>
Beneficiaries	<ul style="list-style-type: none"> <li>• Local community in Emilia Romagna; South African partners; Italy as a whole (reminder in SA about historical Italian support to SA freedom plight)</li> </ul>
Key services	<ul style="list-style-type: none"> <li>• Archive collecting all documentation on existing and past partnerships with the South Africa</li> <li>• Creating a place for debate and discussion among companies who work with South African partners</li> <li>• Offering coordination and organising activities to introduce Italian partners to South African partners</li> <li>• Offering support in applying for funding with funding bodies in EU and internationally for visits and exchange programmes (education, culture, business partnerships)</li> </ul>
Enabling factors	<ul style="list-style-type: none"> <li>• Emilia Romagna local authority</li> </ul>
Outcomes and Impact	<ul style="list-style-type: none"> <li>• Promotion of Emilia Romagna region and its values, expertise, products and services in South Africa through organisation and coordination of programmes;</li> <li>• Supporting creation of enterprise partnerships and strengthening existing ones</li> <li>• Pilot projects to open new internationalisation routes in strategic areas (automotive, agro-industry, energy and environment);</li> <li>• E35 project funded partnerships between Italian and South African SMEs</li> <li>• 5 preparation meetings organised with Italian SMEs to prepare them for study visits and collaboration with South African partners</li> <li>• 2016 Economic and Institutional Mission to South Africa;</li> <li>• Italy-South Africa summit;</li> <li>• In total, 27 SMEs developed collaboration with South African partners.</li> </ul>

**Table 21. Katowice Special Economic Zones**

Context	<ul style="list-style-type: none"> <li>• Special economic zones are established in Poland to accelerate regional economic growth, utilise green field infrastructure and assets, and create new jobs.</li> </ul>
Purpose of the Intervention	<ul style="list-style-type: none"> <li>• The business zone is an area that aims to attract local and international investors, and investors can get incentives to attract them to invest in the region. These zones are uninhabited or have a high unemployment rate.</li> </ul>
Key actors and their roles	<ul style="list-style-type: none"> <li>• Katowice local authority organises and manages the scheme</li> </ul>
Beneficiaries	<ul style="list-style-type: none"> <li>• Local and international businesses; local community</li> </ul>
Key services	<ul style="list-style-type: none"> <li>• General: <ul style="list-style-type: none"> <li>○ Income tax exemptions – tax relief for investing in the zone</li> <li>○ State aid – cover of part of expenditures. This aid can be received along with income tax exemptions</li> <li>○ Eligible expenditures – aid to the entrepreneur in the form of tax exemption for the cost towards new investment, creation of new workplaces (e.g. two-year labour cost of newly employed employees)</li> <li>○ Real estate tax exemption – the amount of aid depends on the amount of investment</li> </ul> </li> <li>• Katowice region <ul style="list-style-type: none"> <li>○ Promotion of the region and searching for new investors;</li> <li>○ Sales of properties included in the Zone</li> <li>○ Granting permits to run business activity within the Zone that gives the right to income tax relief</li> <li>○ Offering help to investors to run their business activity (legal and tax advisory service)</li> <li>○ Active mediation in property market dealings in the Zone surroundings</li> <li>○ Consulting services and training related to special economic zone operation</li> <li>○ Maintaining the database of potential contractors, as a support for the investments to be carried out within the Zone</li> <li>○ One-stop-shop with comprehensive investor support</li> <li>○ Office and storage space rental</li> <li>○ Support in the scope of regional cooperation</li> <li>○ Human resource consulting and human resource training provided by the Personnel Development Centre in the Tychy sub-zone</li> <li>○ Occupational health services</li> </ul> </li> </ul>
Enabling factors	<ul style="list-style-type: none"> <li>• Katowice local authority</li> </ul>
Outcomes and Impact	<ul style="list-style-type: none"> <li>• Katowice Special Economic Zone has acquired over 250 business entities, which invested in the region</li> <li>• Total investment so far total €6 billion</li> <li>• Total of 56 workers has obtained employment due to this programme</li> </ul>

	<ul style="list-style-type: none"> <li>• Further jobs are currently created around the Katowice SEZ as a result of this programme</li> <li>• Investors are globally recognised companies, which come from USA, Italy, Poland, Germany, Japan, and Spain. Further collaborations are being developed and companies from other countries are joining in.</li> </ul>
--	-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

**Table 22. Wielkopolska Regional Investors and Exporters’ Service Centre (within Network of Investors and Exporters’ Service Centres)**

Context	<ul style="list-style-type: none"> <li>• Wielkopolska region attracts investments to the region, national and foreign.</li> </ul>
Purpose of the Intervention	<ul style="list-style-type: none"> <li>• To increase the level of internationalisation of the Polish companies and increase the level of foreign investments to Poland.</li> </ul>
Key actors and their roles	<ul style="list-style-type: none"> <li>• Wielkopolska regional authority manages and organises the centre; the scheme of the Network is run by state Ministry of Entrepreneurship and Technology</li> </ul>
Beneficiaries	<ul style="list-style-type: none"> <li>• Local businesses, local community</li> </ul>
Key services	<ul style="list-style-type: none"> <li>• General <ul style="list-style-type: none"> <li>○ Facilitation of access to entrepreneurs and their associations to free, high-quality, complex information services that are essential to planning, organising and starting exporting and/or investing abroad.</li> <li>○ Facilitation of the access of potential foreign investors to information on regulations on starting a business in Poland and support instruments for the development of entrepreneurship including investment incentives.</li> </ul> </li> <li>• Specific: <ul style="list-style-type: none"> <li>○ Pro-export services: target market identification, finding information on potential business partners in available databases,</li> <li>○ Pro-biz services: delivering economic information on the region to the foreign investors, preparing information about available investment possibilities, promoting regional investment offers;</li> <li>○ Wielkopolska Region hires employees specialising in pro-export and pro-biz services,</li> <li>○ The Network of Investors and Exporters’ Service Centres project facilitating export to foreign countries (offering free planning, market research and organisation of export);</li> <li>○ Facilitation and support to foreign investors who want to import products to Poland and establish a business locally;</li> <li>○ Organising meetings with investors to exchange ideas and experiences;</li> <li>○ Organising study visits to Wiekopolska region.</li> </ul> </li> </ul>
Enabling factors	<ul style="list-style-type: none"> <li>○ Wielkopolska regional authority</li> </ul>
Outcome and Impact	<p>Since 2016:</p> <ul style="list-style-type: none"> <li>• over 1000 pro-export services provided,</li> <li>• over 200 pro-biz services provided,</li> <li>• 8 seminars on prospective markets organised,</li> </ul>

	<ul style="list-style-type: none"> <li>• 3 export forums organised,</li> <li>• 3 investment forums organised,</li> <li>• Regular meetings with foreign business delegations held.</li> </ul>
--	----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

**Table 23. Silesian Investor and Exporters Assistance Centre**

Context	<ul style="list-style-type: none"> <li>• To establish and sustain regional investor and export assistance centres to develop export markets of regional companies and attract foreign investors</li> </ul>
Purpose of the Intervention	<ul style="list-style-type: none"> <li>○ To increase the level of internationalisation of Polish companies by facilitating access of entrepreneurs and their associations to free, high-quality, complex information services that are essential to planning, organising and starting exporting and/or investing abroad</li> <li>○ To increase the level of foreign investment in Poland by facilitating the access of potential foreign investors to information on regulations on starting a business in Poland and support instruments for the development of entrepreneurship including investment incentives.</li> </ul>
Key actors and their roles	<ul style="list-style-type: none"> <li>• Silesia region organises and manages the scheme</li> </ul>
Beneficiaries	<ul style="list-style-type: none"> <li>• Local community, local businesses, international businesses</li> </ul>
Key services	<ul style="list-style-type: none"> <li>• Pro-export services: target market identification, finding information on potential business partners in available Polish and international databases, B2B matchmaking; organising informational meetings and conferences for industry leaders and exporters concerning the terms of exports to foreign markets, as well as legal issues, taxation, certification, labour law, etc. Promotion of Polish embassies operating in over 40 countries around the world</li> <li>• Pro-biz services: delivering economic information on the region to the foreign investors, preparing information about available investment possibilities, promoting regional investment offers;</li> <li>• The Silesian Investor and Export Assistance Centre is established to promote import/export and offer assistance, and this Centre provides support in Poland and 48 places worldwide; Identifying the land/investment plot to potential foreign investors;</li> <li>• One-stop shop service with comprehensive investor support, including contacts with local authorities;</li> <li>• The Silesian Investor and Export Assistance Centre organises forums, conferences, seminars and economic congresses and promotes the region in foreign publications and during international trade fairs as well.</li> </ul>
Enabling factors	<ul style="list-style-type: none"> <li>• This initiative belongs to a network of information points that have been established throughout Poland in cooperation with the Ministry of Economy and Regional Governments.</li> </ul>

Outcome and Impact	
--------------------	--

**Table 24. The REDIT Network**

Context	<ul style="list-style-type: none"> <li>• REDIT Network is a non-profit organisation established in 2001 with support from the Regional Government.</li> </ul>
Purpose of the Intervention	<ul style="list-style-type: none"> <li>• To improve the capacity of the technological centres for launching innovation, development and research projects by providing advanced technology services and promoting diffusion of a technology culture.</li> <li>• In addition, a SEIMED network (Enterprise Europe Network) has been established offering support and advice to businesses across Europe helping them to make the most of the opportunities in the EU. The service is specifically designed for SMEs but it is available to other businesses, research centres and universities across Europe.</li> </ul>
Key actors and their roles	<ul style="list-style-type: none"> <li>• REDIT coordinates the activities aimed at internationalizing the network of 11 technology institutes fostering synergies among the participants</li> </ul>
Beneficiaries	<ul style="list-style-type: none"> <li>• Local community, local businesses, national and foreign businesses</li> </ul>
Key services	<ul style="list-style-type: none"> <li>• REDIT <ul style="list-style-type: none"> <li>• National and European administration (coordination of InfoDays related to H2020 and other European programmes; participation in national and European technological platforms; collaboration in certification and normalisation of products)</li> <li>• Regional administration (organising and participating in regional and national committees and providing support to regional stakeholders)</li> <li>• Local administration (participation in development of the innovative strategy for Valencia)</li> <li>• Business associations (organising joint workshops and participating in their innovation committees)</li> <li>• Technological centres (completing portfolio of R&amp;D and innovation services for regional, national, European and worldwide SMEs)</li> <li>• SEIMED <ul style="list-style-type: none"> <li>• Disseminating information relating to the functioning and opportunities of the internal market; Innovation, technology and knowledge transfer services;</li> <li>• Encouraging the participation of SMEs in the Community Framework Programmes for RTD;</li> <li>• National project applications to national and European funding bodies;</li> <li>• Organisation of activities to identify new companies as potential participants in the H2020;</li> <li>• Foster participation of selected companies in H2020 and support them in the procedure, i.e. detection of their needs, analysis of participation opportunities, identification of scientific and technological partners in other countries, calls, proposal preparation, support for proposal submission, etc.;</li> </ul> </li> </ul> </li> </ul>

	<ul style="list-style-type: none"> <li>• Keeping partners informed about progress of the work and provide all information to follow up.</li> </ul>
Enabling factors	<ul style="list-style-type: none"> <li>• NGO (REDIT)</li> <li>• Local authorities</li> </ul>
Outcomes and Impact	<ul style="list-style-type: none"> <li>• 12 800 clients and 5.326 associated companies</li> <li>• 1.450 staff members involved funded by local and regional authorities</li> <li>• 100.000 square meters dedicated to innovation</li> <li>• 20 technological, trend and market observatories</li> <li>• 100 laboratories, 708 R&amp;D+I projects</li> <li>• 159 technical articles published, 121 patents</li> <li>• 102 info days and congresses organised, 177 talks in congresses</li> <li>• Income generation of 86.300 Euros (private sector funded 61% and public 39%, of which regional 25.3%, national 3% and European 10.7%)</li> </ul>

**Table 25. VIT Emprende**

Context	<ul style="list-style-type: none"> <li>• VIT Emprende is a network of innovative entrepreneurs launched via Fundacion InnDEA Valencia. Its members have the chance to share knowledge, collaborate in R&amp;D activities, transfer technology, go international and create synergies by networking with prominent bodies in the field of Valencian entrepreneurship.</li> </ul>
Purpose of the Intervention	<ul style="list-style-type: none"> <li>• The initiative aims to support <ul style="list-style-type: none"> <li>• Competitive talent and ease in building teams</li> <li>• Easy access to training for entrepreneurs</li> <li>• Players that participate and are willing to collaborate</li> <li>• Events and activities that give visibility to projects, connect entrepreneurs with the city's industry and foster networking</li> <li>• Mentors and leaders who share their knowledge</li> <li>• An emerging ecosystem with access to investment through its accelerators</li> <li>• An environment that generates and disseminates innovation</li> </ul> </li> </ul>
Key actors and their roles	<ul style="list-style-type: none"> <li>• Fundacion InnDEA Valencia organises the entrepreneurial network</li> <li>• Public authorities provide support to entrepreneurs</li> </ul>
Beneficiaries	<ul style="list-style-type: none"> <li>• Local businesses, local research centres and universities</li> </ul>
Key services	<ul style="list-style-type: none"> <li>• Two working teams created, one for start-ups and one for facilitators.</li> <li>• Two teams co-create the public program of VIT Emprende together in order to improve the start-up ecosystem.</li> <li>• After selecting target area they make the strategy together by launching programs for talent, for internationalization, for networks, investors and other activities.</li> <li>• Firstly, they test new solutions via pilot programs in order to implement them once the solution has been assessed.</li> <li>• There is also an online networking platform and an app.</li> <li>• A member of the network can locate within the ecosystem, companies of its own sector and create synergies, complete teams, seek investment or contact public entities in an agile and direct way.</li> </ul>



	<ul style="list-style-type: none"> <li>• It is also a tool for fostering knowledge in the city of Valencia and attracting new businesses from abroad.</li> </ul>
Enabling factors	<ul style="list-style-type: none"> <li>• Fundacion InnDEA Valencia</li> <li>• Local authorities</li> </ul>
Outcomes and Impact	<ul style="list-style-type: none"> <li>• 500 Startups.</li> <li>• 7 accelerators.</li> <li>• 15 Ventures Capital.</li> <li>• 40 co-working spaces.</li> <li>• A network of 2,500 stakeholders</li> </ul>

**Table 26. ICT Meta Cluster**

Context	<ul style="list-style-type: none"> <li>• Sweden has launched an international programme to foster networking with Estonia and Latvia.</li> </ul>
Purpose of the Intervention	<ul style="list-style-type: none"> <li>• To unify 400 innovative ICT-oriented companies in Estonia, Latvia and Sweden. The cluster seeks to exploit a new organisational approach when business and technological units are supported by a common toolbox for achieving sales in new markets</li> <li>• Create and validate a complete value chain which will give the 400 ICT-orientated companies the required resources; generate first sales of participating companies' products and services at new markets outside the EU and EFTA, and expand those sales within the respective countries and region, and prepare for further development over the globe</li> </ul>
Key actors and their roles	<ul style="list-style-type: none"> <li>•</li> </ul>
Beneficiaries	<ul style="list-style-type: none"> <li>•</li> </ul>
Key services	<ul style="list-style-type: none"> <li>• SME scouting;</li> <li>• Export market analysis;</li> <li>• SME matchmaking;</li> <li>• Feasibility studies;</li> <li>• Adaptation of products and services;</li> <li>• SME coaching;</li> <li>• Export services;</li> <li>• Living lab for testing products and services;</li> <li>• Business development</li> </ul>
Enabling factors	<ul style="list-style-type: none"> <li>•</li> </ul>
Outcomes and Impact	<ul style="list-style-type: none"> <li>• 50 companies have been coached and evaluated (expected number by the project completion: 150);</li> <li>• 30 companies are involved and supported in the process;</li> <li>• 3 companies with an ongoing sales outside EU after the end of the project (expected number: 9);</li> <li>• Several other collaborations currently being developed</li> </ul>

**Table 27. TRIP –The Regional Innovation Internationalisation Project**

Context	•
Purpose of the Intervention	• To create new entrepreneurs and service providers who work together for the continued restructuring and internationalisation, and increasing competitiveness of the business community in the international market.
Key actors and their roles	•
Beneficiaries	•
Key services	<ul style="list-style-type: none"> <li>• Business ideas and innovation development</li> <li>• Strategic market planning</li> <li>• Branding</li> <li>• Product and service packaging</li> <li>• Communication development</li> <li>• Two field trips to identified markets</li> </ul>
Enabling factors	•
Outcomes and Impact	<ul style="list-style-type: none"> <li>• 42 companies involved in the project (target: 60)</li> <li>• 21 companies participated in workshops</li> <li>• 2 companies participated in international trips</li> <li>• One third of participating entrepreneurs are women</li> </ul>

**Table 28. Trade Mission to China: Partnership with Xiangyang**

Context	Wakefield council has launched an initiative to foster international trade, in line with economic environment and the outcome of the EU referendum in 2016.
Purpose of the Intervention	• To increase international trade and exchange and provide a catalyst for agreements to deliver cultural and economic benefits to the Wakefield region.
Key actors and their roles	• Wakefield council (local authority)
Beneficiaries	• Local community; local businesses
Key services	• trade visit to China along with other partners (Backstage Academy, Tileyard, Yorkshire Sculpture Park, Double Two and Wakefield College).
Enabling factors	• Wakefield council (local authority)
Outcomes and Impact	<ul style="list-style-type: none"> <li>• A number of enterprises have developed supply chain opportunities including Double Two and Uranus Garments Ltd.;</li> <li>• Relevant departments and organisations from both parties are creating links and developing a student exchange programmes;</li> </ul>

	<ul style="list-style-type: none"> <li>• Relevant departments and organisations from both parties are creating links and developing a teacher exchange programmes;</li> <li>• Further exchange visits have been agreed;</li> <li>• The signing of contractual agreements by multiple private sector parties;</li> <li>• Exchange visits between cultural organisations have been agreed;</li> <li>• Education exchange programmes have been agreed;</li> <li>• The signing of sister agreement has been agreed.</li> </ul>
--	----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

**Table 29. Wakefield First Bondholder Scheme**

Context	This initiative was organised to achieve economic growth in an economy affected by austerity measures, which resulted with significant cuts to local and regional authorities.
Purpose of the Intervention	<p>It had three key aims:</p> <ul style="list-style-type: none"> <li>• Accelerate the economic growth of the Wakefield District by branding, marketing and promoting it to a national and international audience;</li> <li>• Bring together private sector business to share and learn from each other and explore supply chain opportunities;</li> <li>• Work together to identify key sector's and develop clusters of key enterprises</li> </ul>
Key actors and their roles	<ul style="list-style-type: none"> <li>• Wakefield council organised membership-based scheme that entrepreneurs and local businesses can join to network and seal business deals</li> <li>• Local businesses participate in organising and promoting events</li> </ul>
Beneficiaries	<ul style="list-style-type: none"> <li>• local businesses; local community</li> </ul>
Key services	<ul style="list-style-type: none"> <li>• Marketing (promoting a positive image of the region to combat previous reputation of deprived areas)</li> <li>• Investment events and education events (regular monthly events where visitors network; and receive presentations on a wide variety of business subjects such as exporting, social media, business planning, business finance, skills and cultural destination planning)</li> <li>• Business week (the annual event to demonstrate and promote new approaches and technologies. Each event has speakers from wide variety of fields and organisations)</li> <li>• International trade missions (The Bondholder scheme finances and produces materials for international events and attends international events such as trade missions to France, Germany, Poland and China, which have already been completed).</li> </ul>
Enabling factors	<ul style="list-style-type: none"> <li>• Wakefield council (local authority)</li> <li>• Local businesses engaged in networking and promoting the scheme</li> </ul>
Outcomes and Impact	<ul style="list-style-type: none"> <li>○ The scheme has 150 active businesses that joined the initiative, and they pay annual fee based on the number of employees.</li> </ul>