

# Reform of the business support provided by the state agencies

REFORM/SC2021/041

Summary of the project

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# CONTENT

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- ▶ **About the project**
  - ▶ Analytical part
  - ▶ Design part
  - ▶ Implementation part
- ▶ **Problematic areas beyond the project**
- ▶ **Key takeaways about implementation of the project**

# ABOUT PROJECT

# BASIC INFORMATION



## Official name

- ▶ „Reform of the business support provided by the state agencies“



## Main beneficiaries

- ▶ CzechInvest Agency
- ▶ CzechTrade Agency
- ▶ CzechTourism Agency

## Secondary beneficiaries

- ▶ Ministry of Industry and Trade



## Financing

- ▶ Fully covered by the European Commission (DG REFORM)



## Duration of the project

- ▶ July 2021 – November 2022



## Main objective

- ▶ Improvement of the institutional framework, processes and satisfaction of agency clients



## Intermediate objectives

- ▶ Structural reform involving the general functioning of agencies
- ▶ Administrative/procedural reform addressing the internal functioning of individual agencies

# BRIEF INTRODUCTION OF AGENCIES



## CzechInvest Agency

- ▶ Brings foreign investments to the Czech Republic and supports start-up technology companies operating in the Czech Republic



## CzechTrade Agency

- ▶ Helps Czech SMEs with the export of goods and services to foreign markets

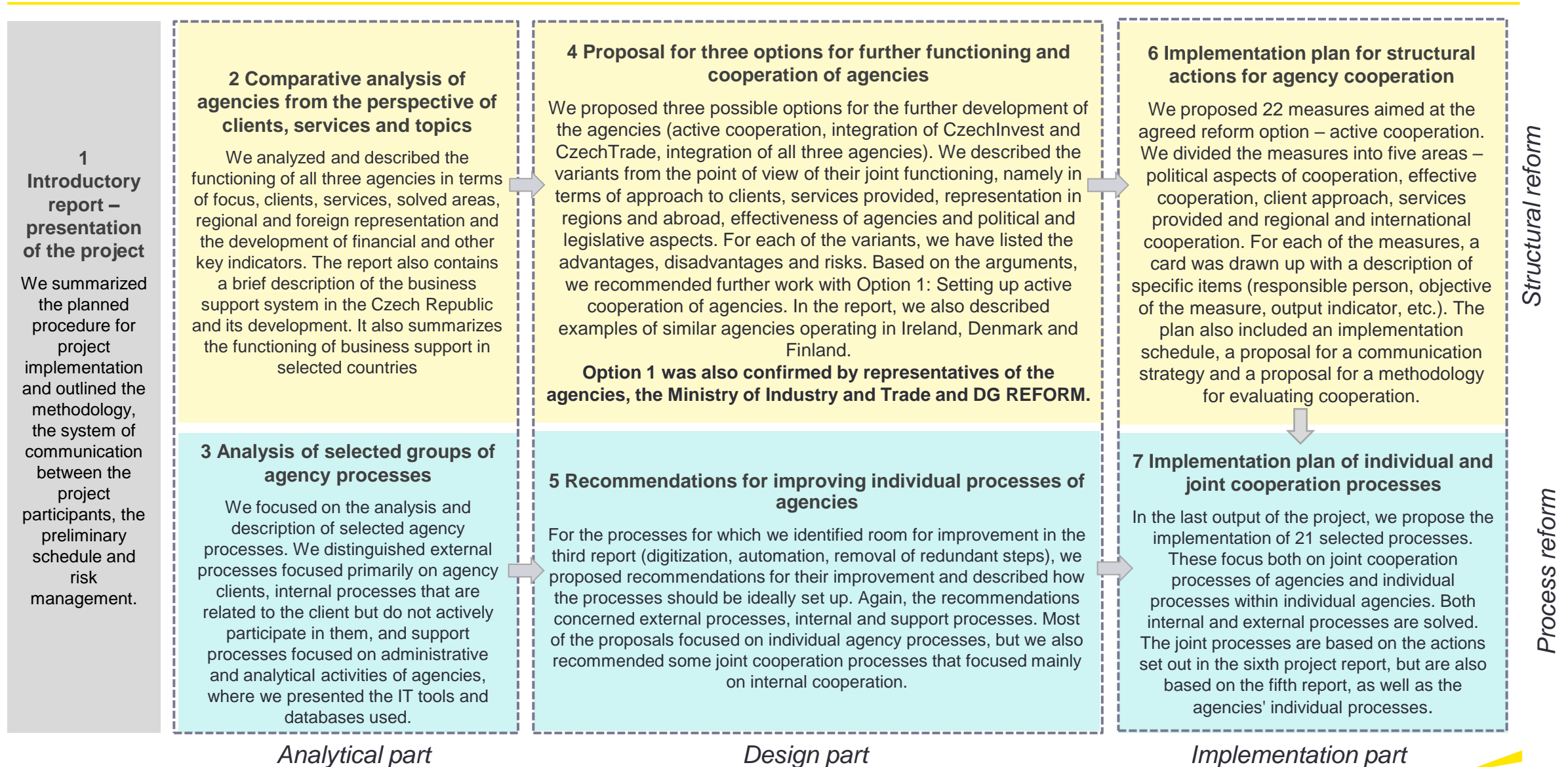


## CzechTourism Agency

- ▶ Promotes the Czech Republic as a suitable destination for foreign and Czech tourists

	CzechInvest	CzechTrade	CzechTourism
<b>Founder</b>	Ministry of Industry and Trade	Ministry of Industry and Trade	Ministry of Regional Development
<b>Founding document</b>	Act on the Support of Small and Medium-sized Enterprises No. 47/2002 Coll.	Decision No. 97/1997 of the Minister of Industry and Trade establishing a Czech Trade Support Agency	Decision No 29/1993 of the Minister for Economic Affairs of 18.3.1993
<b>Key clients</b>	<ul style="list-style-type: none"> <li>▶ Start-ups</li> <li>▶ Small, medium enterprise</li> <li>▶ Large enterprise and foreign investor</li> <li>▶ Municipality</li> </ul>	<ul style="list-style-type: none"> <li>▶ Small, medium enterprise</li> <li>▶ Large enterprise</li> <li>▶ Designer</li> </ul>	<ul style="list-style-type: none"> <li>▶ Association and entrepreneur in tourism</li> <li>▶ Czech and foreign tourist</li> <li>▶ Destinations</li> </ul>
<b>Regional and foreign representation (as of 2021)</b>	<ul style="list-style-type: none"> <li>▶ 9 foreign offices</li> <li>▶ 13 regional branches in the Czech Republic</li> </ul>	<ul style="list-style-type: none"> <li>▶ 46 foreign offices</li> </ul>	<ul style="list-style-type: none"> <li>▶ 17 foreign offices</li> </ul>
<b>Number of employees (as of 2021)</b>	<ul style="list-style-type: none"> <li>▶ 135</li> </ul>	<ul style="list-style-type: none"> <li>▶ 92</li> </ul>	<ul style="list-style-type: none"> <li>▶ 67</li> </ul>

# PROJECT OUTPUTS



# METHODS USED



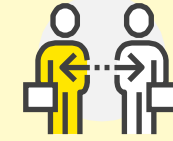
## DESK RESEARCH

- ▶ Internal documents
- ▶ Public resources



## GUIDED INTERVIEWS WITH PARTICIPANTS

- ▶ Agency management and heads of departments



## FOCUS GROUP

- ▶ Clients of CzechTourism Agency
- ▶ Clients of ESA BIC



## MODERATED DISCUSSION

- ▶ Agency management + representative of the Ministry of Industry and Trade + representative of DG REFORM



## INTERVIEWS WITH ENTREPRENEURS

- ▶ Clients of CzechTrade Agency
- ▶ Clients of CzechTourism Agency
- ▶ Entrepreneurs from the EY network



## GUIDED STAKEHOLDER INTERVIEWS

- ▶ Deputy Ministers
- ▶ Directors of other organizations from the business support ecosystem
- ▶ Innovation centre
- ▶ Small and medium-sized businesses from EY network



## INTERVIEWS WITH FOREIGN AGENCIES

- ▶ Finland, Denmark



## QUESTIONNAIRE SURVEY

- ▶ CzechInvest clients



## DISCUSSION WITH INTERNAL EXPERT TEAM

# ANALYTICAL PART



# SUMMARY OF THE ANALYTICAL PART



## Structural part

- ▶ Agencies have their strengths and unique know-how, which they try to pass on to clients. They do not actively and systematically share them with each other, nor with the clients.
- ▶ The ecosystem of business support in the Czech Republic and on foreign markets includes other participants.
- ▶ The addressed part of entrepreneurs stated that the system of business support is not entirely clear for them, and they often do not know what each agency does and with what they can turn to them.
- ▶ Some other European countries have embarked on the path of integrating agencies into one large "super-agency".



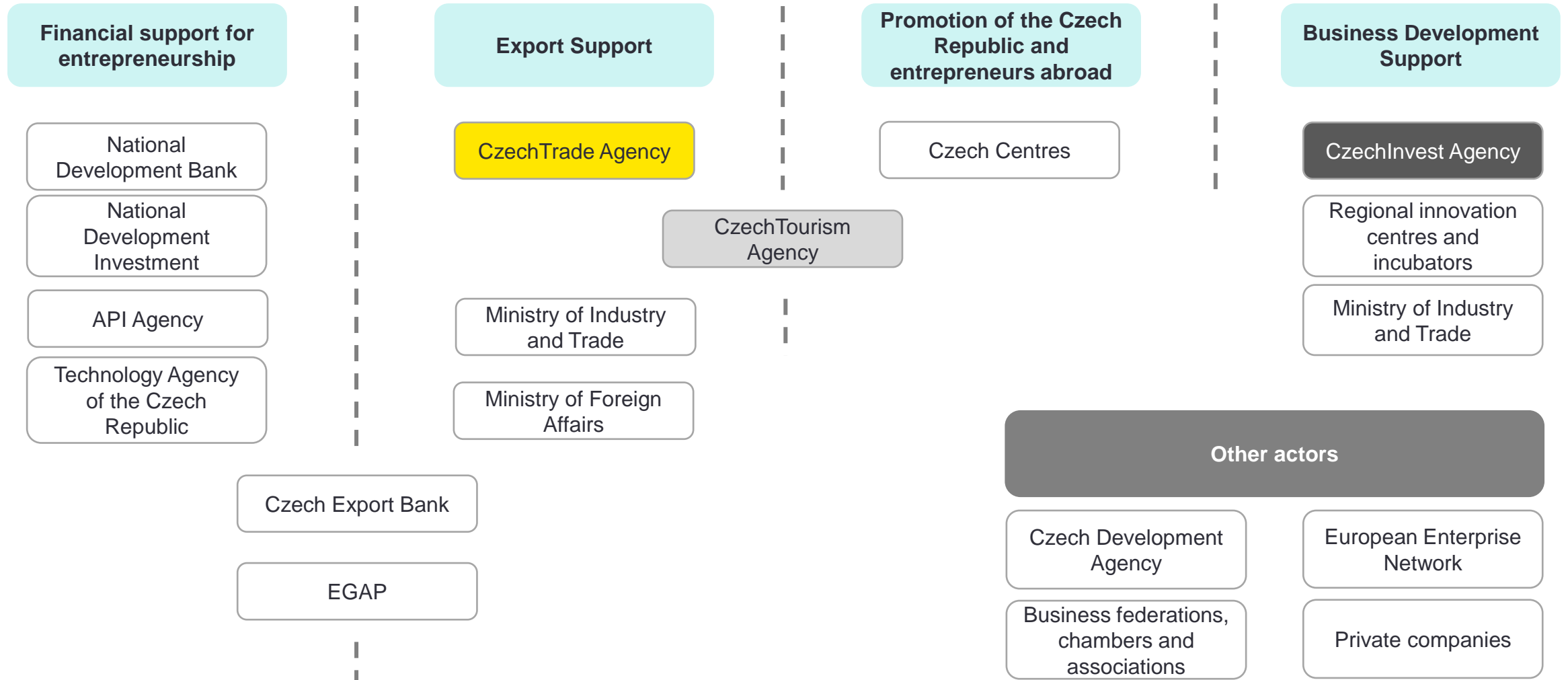
## Procedural part

- ▶ The CzechTrade agency has been certified by the ISO 9001 Quality Management System for many years. It uses process models covering key activities.
- ▶ CzechInvest and CzechTourism do not have process models. For some processes, it is possible to identify a way to improve them.
- ▶ Agencies use different IT systems and tools for their work, which can make collaboration difficult.

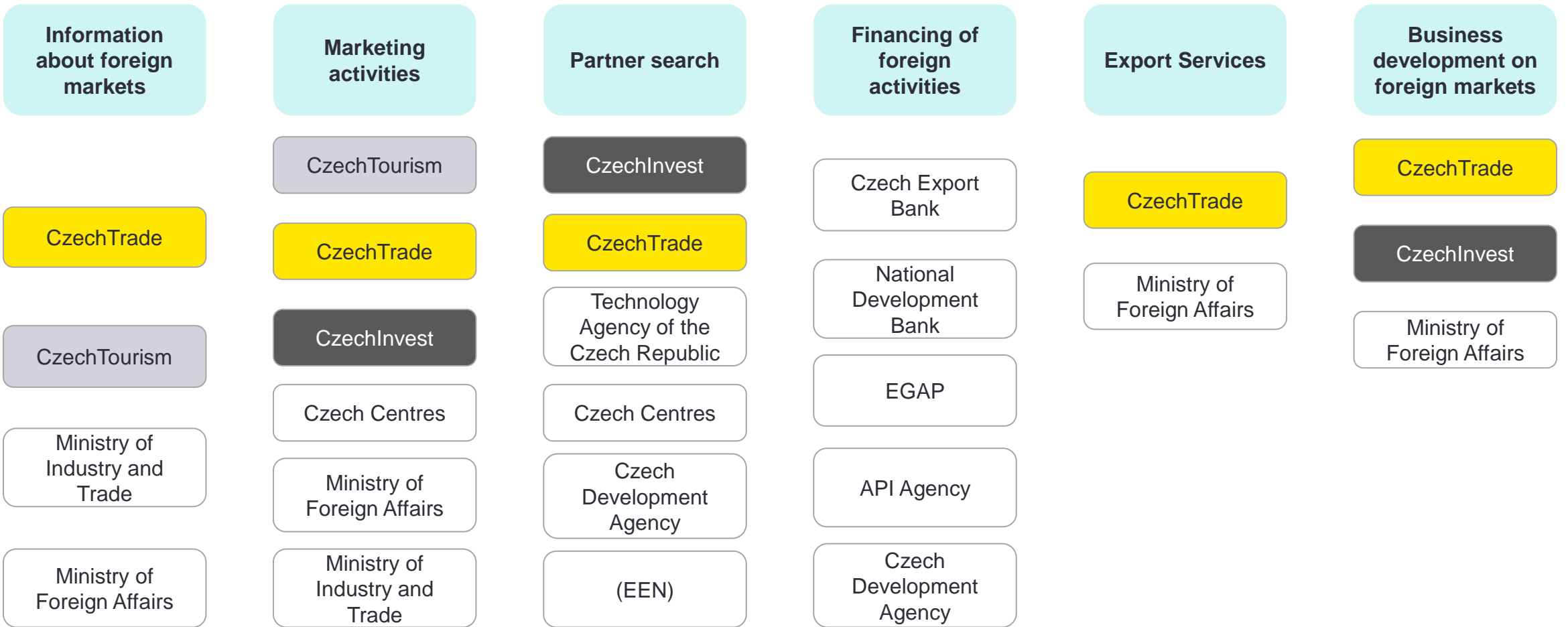
# AGENCY SERVICES BY LOCATION AND DESTINATION

Services implemented in the Czech Republic with the aim of business development abroad/export abroad	Services carried out abroad with the aim of business development/export abroad	
Export consultancy	Individual services of foreign offices	<input checked="" type="checkbox"/> CzechTrade
Export Education	Export incubators	<input checked="" type="checkbox"/> CzechTrade
Sourcing days	Organization of client participation at trade fairs (incl. NOVUMM and NOVUMM KET projects)	<input checked="" type="checkbox"/> CzechTrade
Designer Directory		
Design for competitiveness	Activities to support start-ups (CzechAccelerator, CzechMatch, CzechDemo)	<input checked="" type="checkbox"/> CzechInvest
Activities to support start-ups (CzechStarter, ESA BIC)		<input checked="" type="checkbox"/> CzechInvest
Consultancy and administration of investment incentives	Promotion of the Czech Republic and individual destinations	<input type="checkbox"/> CzechTourism
Offer of business properties	Organization of client participation in trade fairs	<input type="checkbox"/> CzechTourism
One Stop Shop for entrepreneurs	Attracting foreign investors	<input type="checkbox"/> CzechTourism
Organization of press, fam and influencer trips		
Education in tourism		
Incoming workshop for foreign buyers		
Tourism portal management		
Services implemented in the Czech Republic with the aim of supporting business in the Czech Republic	Services implemented abroad with the aim of business support in the Czech Republic	

# VIEW OF THE BUSINESS SUPPORT ECOSYSTEM IN THE CZECH REPUBLIC



# SUPPORT FOR CZECH ENTREPRENEURS ABROAD



# EXAMPLES OF BUSINESS SUPPORT IN OTHER COUNTRIES



## SITUATION IN EUROPE

- ▶ There is not the same business support system across European countries
- ▶ Individual countries adapt the functioning of the system to their specific needs, historical or regional circumstances
- ▶ In many countries, since the 1990s, agencies that originally separately supported export, foreign investment and tourism have been combined into one umbrella agency
- ▶ In some countries, the umbrella agency also includes support for innovation



## EXAMPLES OF DIVISION OF THE BUSINESS SUPPORT SYSTEM

**Independent agencies for the promotion of business and investment, export, tourism**

- ▶ Ireland

**Joint agency for the promotion of business and investment and export, but a separate agency for the promotion of tourism**

- ▶ Denmark
- ▶ Germany
- ▶ Sweden
- ▶ Slovakia

**Joint Agency for the Support of Business, Investment, Export and Tourism**

- ▶ Estonia
- ▶ Finland
- ▶ Norway

*\* Some associated agencies are also dedicated to supporting innovation (e.g. Finland, Norway)*

# CROSS-AGENCY PROCESSES EXAMINED

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External processes

Communication towards clients

Provision of consultancy services

Event registration and fairs

Collecting feedback from clients

Internal processes

Evidence and management of relationships with clients

Setting agency goals

Communication of headquarters and regional and foreign offices

Legal services

IT tools

Personnel area

Economic area

Management of internal documents

Communication tools

Creation and visualization of data

Marketing tools

DESIGN PART

# SUMMARY OF THE DESIGN PART



## Structural part

- ▶ Three options of possible agency development have been proposed, which can be applied separately or sequentially.
- ▶ EY recommended starting with option 1, i.e., setting up active cooperation between agencies. The option was also confirmed by representatives of the agencies, the Ministry of Industry and Trade and DG REFORM.
- ▶ After the successful implementation of the option and its stabilization, the second and third options (integration of agencies) can be followed smoothly if there is sufficient political will.



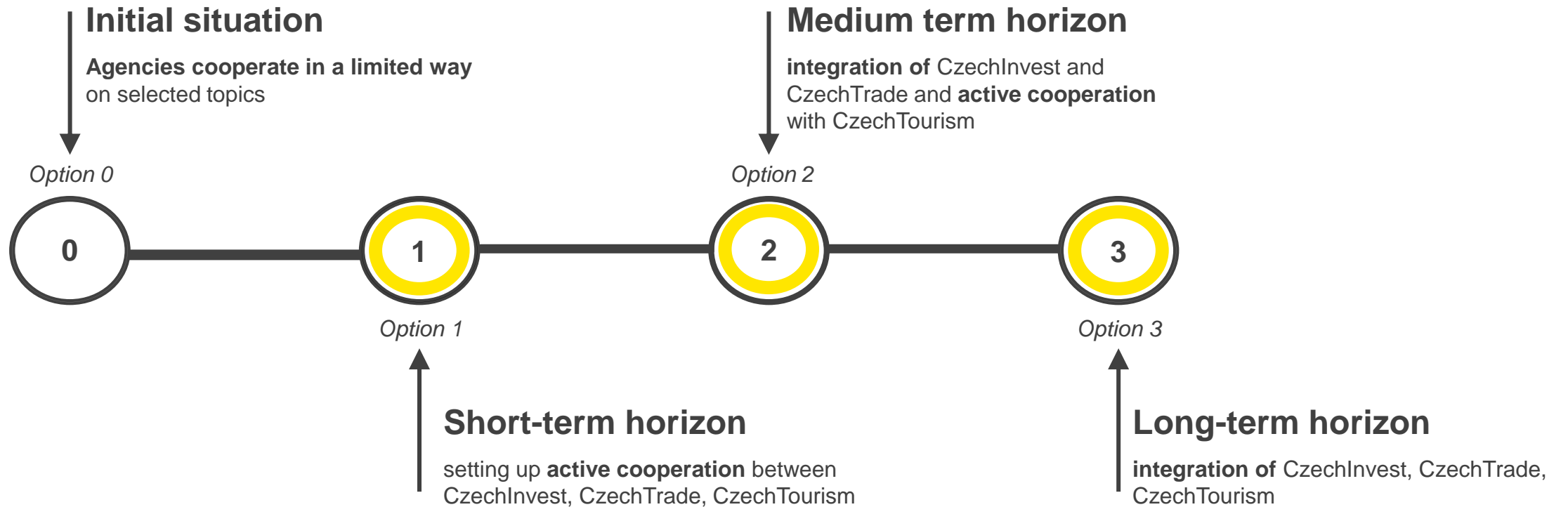
## Procedural part

- ▶ The proposed changes to the identified processes aim to bring time savings for agency staff and more friendly service to clients.
- ▶ For selected processes, there is scope for inter-agency cooperation without the need for fundamental reform.
- ▶ In the case of support processes in areas such as economics, IT or, for example, human resources, cooperation and capacity sharing between agencies would make sense, but it requires legislative changes.



# PROPOSED OPTIONS FOR THE FUTURE DEVELOPMENT OF AGENCIES

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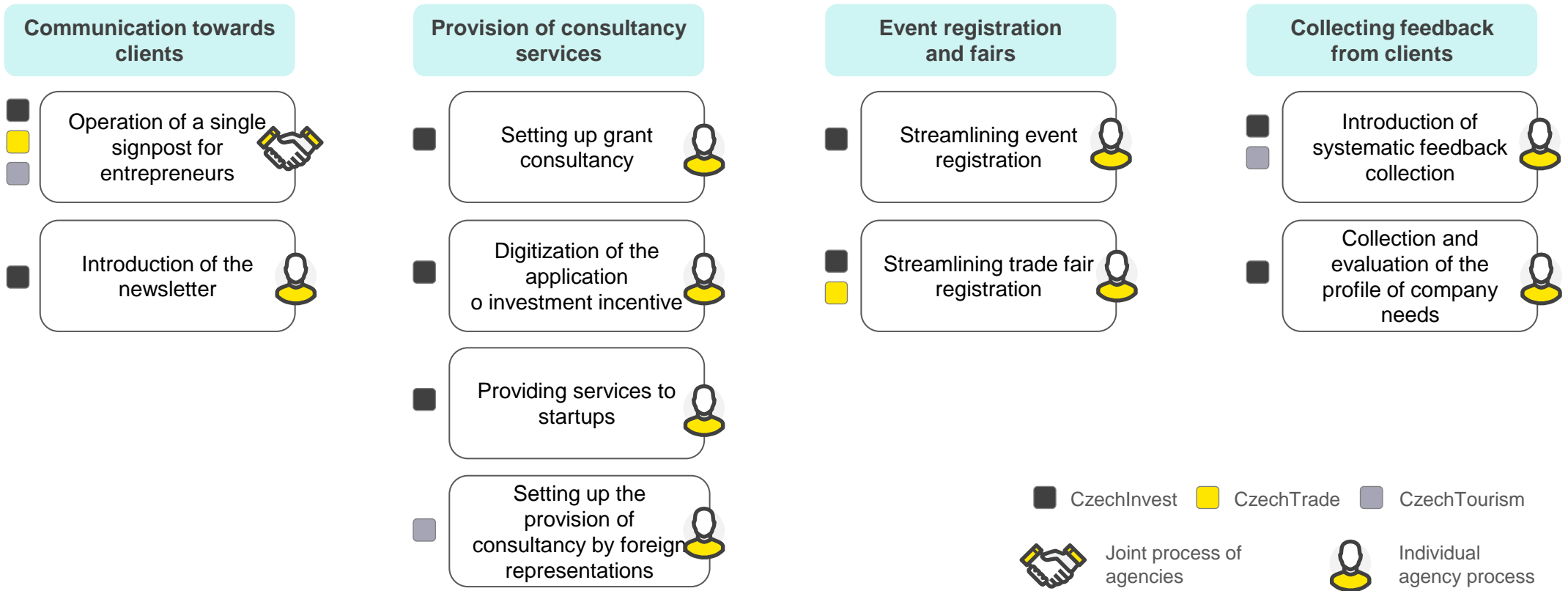
# BRIEF INTRODUCTION OF VARIANTS

	Client access	Provided services	Territorial cooperation	Increasing efficiency	Political level and legislation
<p>Option 1</p> <p><b>Active cooperation between CzechInvest, CzechTrade, CzechTourism</b></p>	<ul style="list-style-type: none"> <li>▶ Client handover takes place automatically, based on contractually set cooperation</li> <li>▶ Agencies are motivated to refer clients through common goals</li> </ul>	<ul style="list-style-type: none"> <li>▶ Clearly defined services so that there is no overlap in content</li> <li>▶ Proactive cooperation and sharing of know-how supported by KPIs of employees and good information</li> </ul>	<ul style="list-style-type: none"> <li>▶ There are clearly set rules for the provision of services in regions and abroad</li> <li>▶ Foreign capacities are used according to the client's needs, regardless of local representation</li> </ul>	<ul style="list-style-type: none"> <li>▶ Cooperation is measured and evaluated on the basis of pre-set indicators by the Ministry of Industry and Trade</li> <li>▶ The focus of efficiency is on the side of the entrepreneur, who receives a better service</li> </ul>	<ul style="list-style-type: none"> <li>▶ Coordination of the MIT at the level of deputies</li> <li>▶ Setting up cooperation in key areas on the basis of a contract</li> <li>▶ Other areas clearly defined and described in the process</li> </ul>
<p>Option 2</p> <p><b>Integration of CzechInvest and CzechTrade and active cooperation with CzechTourism</b></p>	<ul style="list-style-type: none"> <li>▶ CzechInvest and CzechTrade share their CRM systems, CzechTourism has contractually granted access</li> </ul>	<ul style="list-style-type: none"> <li>▶ A wide range of services is provided to SMEs under the integrated agency, from business start-up to expansion</li> </ul>	<ul style="list-style-type: none"> <li>▶ Unified provision of CzechTrade and CzechInvest services in the Czech Republic and abroad</li> </ul>	<ul style="list-style-type: none"> <li>▶ Alignment of indicators in an integrated agency, similarly set indicators in CzechTourism</li> <li>▶ Unification of the back-office</li> </ul>	<ul style="list-style-type: none"> <li>▶ The need for a clear political assignment from the DTI</li> </ul>
<p>Option 3</p> <p><b>Integration of CzechInvest, CzechTrade, CzechTourism</b></p>	<ul style="list-style-type: none"> <li>▶ Direct connection of CRM of all agencies</li> <li>▶ There are common websites with an overview of services for entrepreneurs</li> </ul>	<ul style="list-style-type: none"> <li>▶ Clients benefit from a wide range of activities</li> <li>▶ CzechTourism provides marketing and brand management</li> </ul>	<ul style="list-style-type: none"> <li>▶ There is an extensive foreign network of offices that benefits Czech SMEs</li> </ul>	<ul style="list-style-type: none"> <li>▶ Reporting comprehensive business support numbers, as there will be one common indicator</li> <li>▶ Unification of the back-office</li> </ul>	<ul style="list-style-type: none"> <li>▶ The need for discussions at least between the Ministry of Regional Development and the Ministry of Industry and Trade, as the founders of the agencies, and agreement on the next steps</li> </ul>

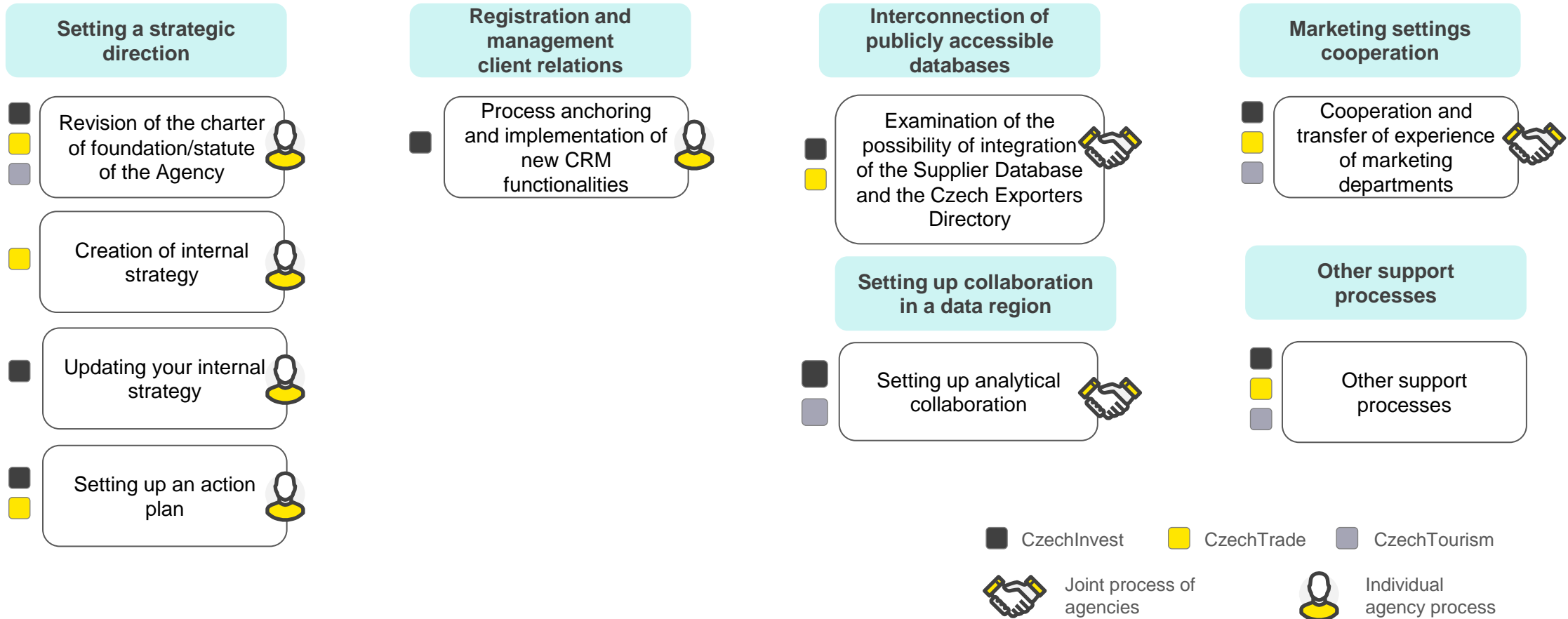
# ADVANTAGES, DISADVANTAGES AND RISKS OF VARIANTS

	Advantages	Disadvantages	Risks
Option <b>1</b>	<ul style="list-style-type: none"> <li>▶ <b>Financial simplicity</b></li> <li>▶ <b>Fast time feasibility</b></li> <li>▶ Based on positive motivation and common goals</li> <li>▶ Maintaining the established brands of all institutions</li> <li>▶ More frequent joint actions</li> </ul>	<ul style="list-style-type: none"> <li>▶ <b>Reduced enforceability of cooperation</b></li> <li>▶ Allocation of personnel capacities to ensure active cooperation</li> <li>▶ Complicated cooperation set-up that all three agencies will have to agree to</li> </ul>	<ul style="list-style-type: none"> <li>▶ Inappropriately set up collaboration                             <ul style="list-style-type: none"> <li>▪ <b>Ignoring cooperation</b></li> <li>▪ Failure to evaluate effectiveness</li> </ul> </li> <li>▶ Change of political representation</li> </ul>
Option <b>2</b>	<ul style="list-style-type: none"> <li>▶ <b>Easy transfer of clients within the new agency and exchange of information in general</b></li> <li>▶ <b>Easier orientation of the client in business support ecosystems</b></li> <li>▶ Economies of scale for certain activities</li> <li>▶ Joint network of regional and foreign offices of the new agency – no need to set up cooperation by contract</li> </ul>	<ul style="list-style-type: none"> <li>▶ <b>Time and financial (capacity) demands</b></li> <li>▶ Need for legislative change</li> <li>▶ A clash of different corporate cultures</li> <li>▶ Necessary re-design of services</li> <li>▶ Loss of branding of both established institutions</li> </ul>	<ul style="list-style-type: none"> <li>▶ Failed integration                             <ul style="list-style-type: none"> <li>▪ <b>Departure of key workers</b></li> <li>▪ Loss of know-how</li> <li>▪ Loss of trust</li> </ul> </li> <li>▶ Lack of awareness of the new agency</li> </ul>
Option <b>3</b>	<ul style="list-style-type: none"> <li>▶ <b>Clarification of the state support system for business (more services in one place)</b></li> <li>▶ <b>Expansion of services for entrepreneurs in regions and abroad</b></li> <li>▶ Economies of scale for certain activities</li> <li>▶ Stronger natural mandate for coordination of "Team Czechia" and presentation of the Czech Republic abroad</li> </ul>	<ul style="list-style-type: none"> <li>▶ <b>The need for extensive legislative changes</b> <ul style="list-style-type: none"> <li>▪ Two ministries</li> </ul> </li> <li>▶ The most demanding in terms of time and money (capacity)</li> <li>▶ Necessary re-design of services</li> <li>▶ A clash of different corporate cultures</li> </ul>	<ul style="list-style-type: none"> <li>▶ Failed integration                             <ul style="list-style-type: none"> <li>▪ <b>Departure of key workers</b></li> <li>▪ Loss of know-how</li> <li>▪ Loss of trust</li> </ul> </li> <li>▶ Lack of awareness of the new agency</li> <li>▶ Sidelining of CzechTourism's marketing services alongside CzechInvest's and CzechTrad's business services</li> </ul>

# RECOMMENDATIONS FOR CHANGING EXTERNAL PROCESSES



# RECOMMENDATIONS FOR CHANGING INTERNAL PROCESSES



# IMPLEMENTATION PART

# SUMMARY OF THE IMPLEMENTATION PART



## Structural part

- ▶ The proposed Structural Reform Implementation Plan contains a total of 22 actions.
- ▶ The measures are divided into five basic areas, with their implementation divided into three consecutive phases.
- ▶ The plan also includes a proposal for the development of a communication strategy.
- ▶ Attention is also paid to the evaluation of cooperation and the evaluation of the impacts of the provided support on the Czech economy.



## Procedural part

- ▶ The implementation plan builds on the previous structural reform implementation plan and contains 21 proposals for process improvements.
- ▶ The proposals focus on both individual and joint processes of the agencies. We distinguish between external and internal processes.

# STRUCTURAL REFORM IMPLEMENTATION PLAN MEASURES



A. Political aspects of cooperation	B. Effective cooperation between agencies	C. Client access	D. Services provided	E. Regional and international cooperation
<p>A1 Joint decision-making body of the Ministry of Industry and Trade for CzechInvest and CzechTrade</p>	<p>B1 Regular meetings of agency management</p>	<p>C1 Cross-agency client sharing</p>	<p>D1 Revision of services and activities according to the founding charters of agencies</p>	<p>E1 Cooperation between CzechInvest and CzechTrade in the regions of the Czech Republic</p>
<p>A2 Provisions of communication between the joint decision-making body of the MIT and the Ministry of Regional Development</p>	<p>B2 Common objectives for agencies' cooperation</p>	<p>C2 Sharing the needs and requirements of clients</p>	<p>D2 Interagency service coordination and cooperation on common topics</p>	<p>E2 Cooperation between CzechInvest and CzechTourism in the regions of the Czech Republic</p>
<p>A3 Revision of the founding deeds of agencies</p>	<p>B3 Joint project team</p>	<p>C3 Renewal of "Team Czechia"</p>	<p>D3 Sharing the experience of industry specialists across agencies</p>	<p>E3 Cooperation between CzechTrade and CzechTourism abroad</p>
<p>A4 Memorandum on cooperation and convergence of agencies</p>	<p>B4 Joint training on agency services and activities</p>	<p>C4 Joint promotion of services and activities</p>	<p>D4 Review of the pricing policy of agencies</p>	<p>E4 Cooperation of agencies with other Czech institutions operating abroad</p>
<p>A5 Discussion on the amendment to the Competence Act</p>	<p>B5 Evaluation of cooperation objectives and indicators</p>			



# TIMETABLE FOR ACTION

Stage 1	Phase 2A	Phase 2B	Stage 3
<b>A1</b> <i>Joint body of the DTI</i>	<b>C1</b> <i>Client sharing</i>	<b>B5</b> <i>Evaluation of cooperation</i>	<b>A5</b> <i>Discussion of the Competence Act</i>
<b>A2</b> <i>Communication of the Ministry of Industry and Trade and the Ministry of Regional Development</i>	<b>C3</b> <i>Renewal of "Team Czech Republic"</i>	<b>B3</b> <i>Joint Project Team</i>	<b>E4</b> <i>Cooperation with other institutions</i>
<b>A3</b> <i>Revision of founding deeds</i>	<b>C4</b> <i>Co-promotion of services</i>	<b>B4</b> <i>Joint training</i>	
<b>A4</b> <i>Memorandum of Cooperation</i>	<b>D1</b> <i>Review of services and activities</i>	<b>C2</b> <i>Client request sharing</i>	
<b>B1</b> <i>Regular meetings of agencies</i>	<b>D2</b> <i>Coordination of services and activities</i>	<b>D4</b> <i>Revision of agencies' pricing policies</i>	
<b>B2</b> <i>Common objectives of the agencies</i>	<b>D3</b> <i>Sharing the experience of specialists</i>	<b>E1</b> <i>Cooperation between CI and CT in regions</i>	
		<b>E2</b> <i>Cooperation between CI and CTm in regions</i>	
		<b>E3</b> <i>Cooperation of CT and CTm abroad</i>	
			<b>low difficulty</b>
			<b>medium difficulty</b>
			<b>high difficulty</b>

# PROCESSES IN THE IMPLEMENTATION PLAN OF PROCESSES



## S. Joint cooperation processes between agencies

### External processes

- S1 Preparation of the renewal of "Team Czechia"
- S2 Preparation of an online signpost of services for entrepreneurs
- S3 Setting up cooperation in the regions of the Czech Republic
- S4 Setting up cooperation and capacity sharing abroad
- S5 Preparation of the integration of the Sector Database of Suppliers and the Czech Exporters Directory

### Internal processes

- S6 Choosing a system for client sharing and activity recording
- S7 Sectoral alignment of teams of CzechInvest and CzechTrade specialists
- S8 Set up marketing department collaboration
- S9 Set up analytical collaboration
- S6 Choosing a system for client sharing and activity recording

## I. Individual processes of agencies

### External processes

- I1 Active communication of CzechInvest's current focus and its priorities
- I2 Digitization of investment incentive applications
- I3 Setting up the provision of advisory services by CzechTourism offices abroad
- I4 Unification of the registration system for CzechInvest events
- I5 Unification of the registration system for the CzechTrade trade fair
- I6 Introduction of systematic collection of CzechInvest feedback
- I7 Introduction of systematic collection of feedback from the CzechTourism agency

### Internal processes

- I8 Setting up a regular creation of CzechInvest's internal strategy
- I9 Setting up a regular creation of CzechTrade's internal strategy
- I10 Setting up CzechInvest's action plan and updating it regularly
- I11 Inclusion of the objectives of the internal strategy in the CzechTrade action plan
- I12 Setting up the CRM system development process

# PRIORITIZATION IN PROCESS IMPLEMENTATION



## S. Joint cooperation processes between agencies

Priority		Priority	
High ****	Preparation of the renewal of "Team Czechia"	High ****	Choosing a system for client sharing and activity recording
High ****	Preparation of an online signpost of services for entrepreneurs	Medium **	Sectoral alignment of teams of CzechInvest and CzechTrade specialists
Medium **	Setting up cooperation in the regions of the Czech Republic	Medium **	Set up marketing department collaboration
Medium **	Setting up cooperation and capacity sharing abroad	Medium **	Set up analytical collaboration:
Medium *	Preparation of the integration of the Sector Database of Suppliers and the Czech Exporters Directory	High ****	Choosing a system for client sharing and activity recording

High priority

Medium priority

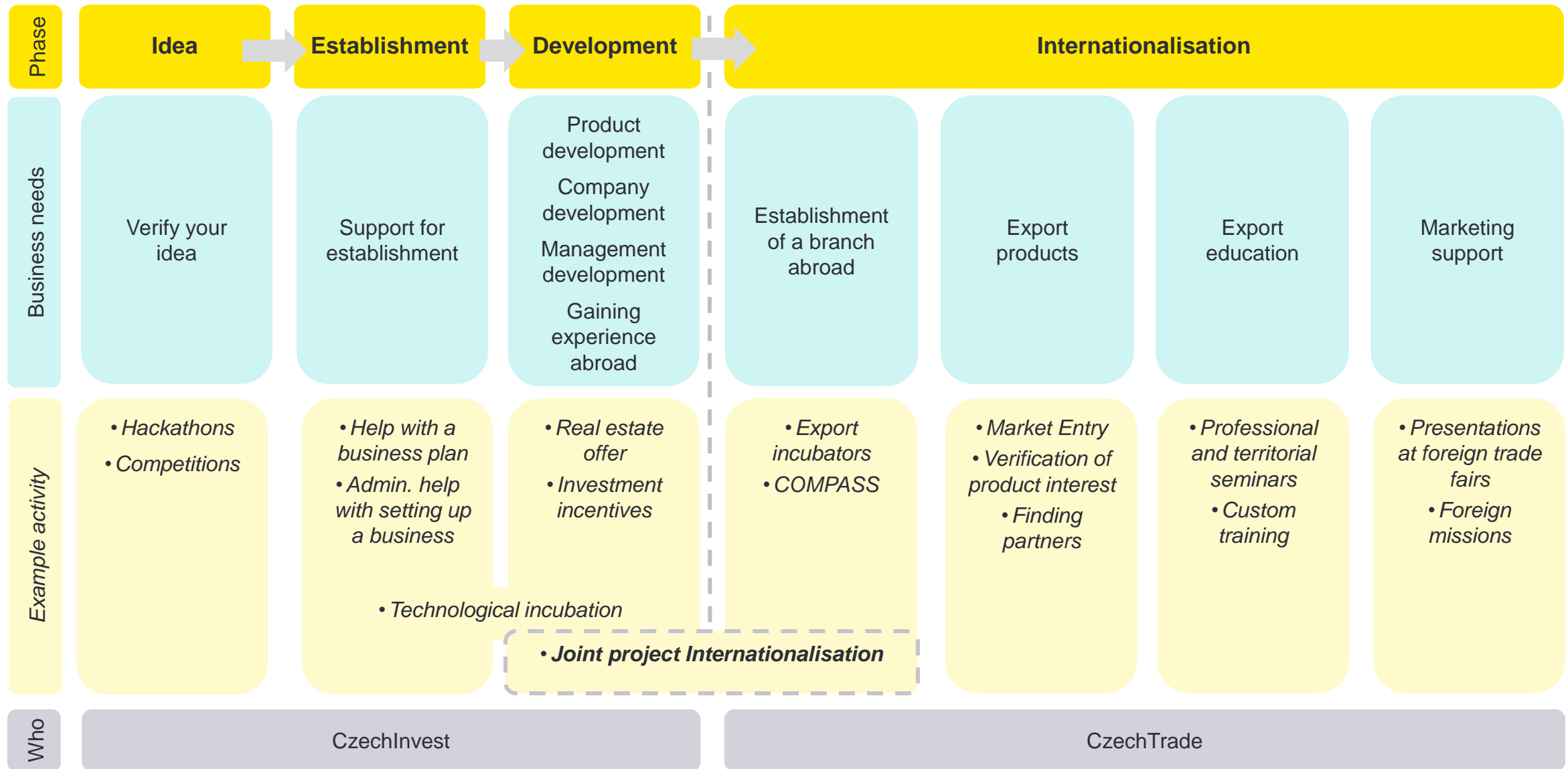
high benefit / low difficulty *****	medium benefit / low difficulty ***
high benefit / medium difficulty *****	medium benefit / medium difficulty **
high benefit / high difficulty ****	medium benefit / high difficulty *



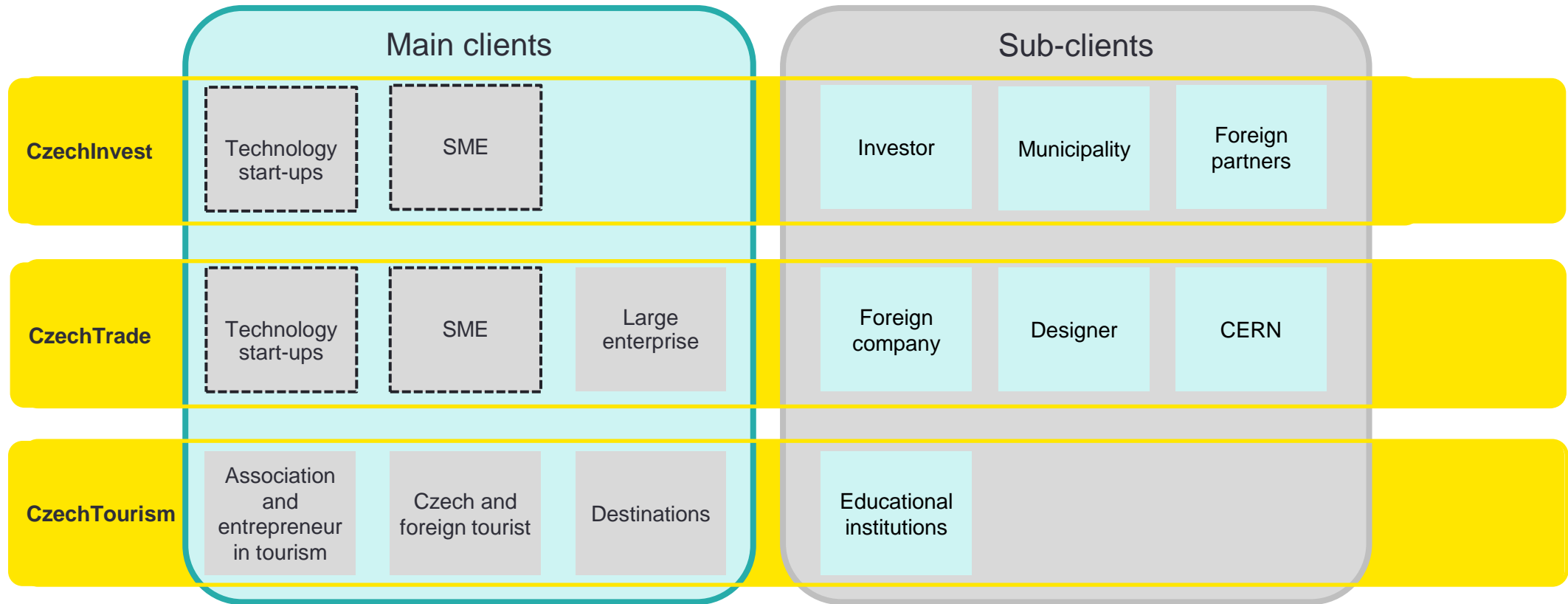
## I. Individual processes of agencies

Priority		Priority	
Medium **	Active communication of CzechInvest's current focus and its priorities	High *****	Setting up a regular creation of CzechInvest's internal strategy
Medium *	Digitization of investment incentive applications	High *****	Setting up a regular creation of CzechTrade's internal strategy
Medium **	Setting up the provision of advisory services by CzechTourism offices abroad	High *****	Setting up CzechInvest's action plan and updating it regularly
Medium ***	Unification of the registration system for CzechInvest events	High *****	Inclusion of the objectives of the internal strategy in the CzechTrade action plan
Medium ***	Unification of the registration system for the CzechTrade trade fair	High ****	Setting up the CRM system development process
High ****	Introduction of systematic collection of CzechInvest feedback		
High ****	Introduction of systematic collection of feedback from the CzechTourism agency		

# PROPOSAL FOR THE DIVISION OF THE FOCUS OF CZECHINVEST AND CZECHTRADE



# PROPOSAL FOR A NEW DISTRIBUTION OF AGENCY CLIENTS



# PROBLEM AREAS BEYOND THE PROJECT

# PROBLEM AREAS BEYOND THE PROJECT

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## **Competence Act**

- ▶ Unclear definition of competences in the field of economic diplomacy and support for Czech entrepreneurs abroad between the Ministry of Industry and Trade and the Ministry of Foreign Affairs.

## **Inconsistent presentation of the Czech Republic abroad**

- ▶ For this purpose, a Commission for the unified presentation of the Czech Republic abroad was established under the MFA, but the Commission is not sufficiently active according to many stakeholders.

## **The Country For The Future Brand**

- ▶ The previous point is also linked to the national marketing brand The Country For The Future. The National Marketing Team under the Ministry of Industry and Trade was responsible for its creation and use. However, it lacks a clear political mandate, assignment and means for its work.

## **Competition between public authorities**

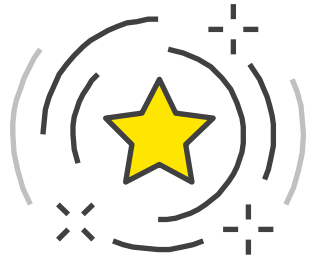
- ▶ Ministries, as well as individual agencies, often perceive themselves as competitors and not as "teammates" who have one common goal, to help Czech citizens/entrepreneurs.

# KEY TAKEAWAYS ABOUT THE IMPLEMENTATION OF THE PROJECT



# KEY TAKEAWAYS

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## 1. CLARIFY THE PROJECT OBJECTIVES

- ▶ Define the objectives inside your team.
- ▶ Share the objectives with beneficiaries and listen to their expectation. Together decide on the final objectives.



## 2. MAP THE WHOLE ENVIRONMENT

- ▶ Examine the business support environment carefully.
- ▶ Find out which state and private organisations provide services to entrepreneurs and describe what they exactly do. You can find synergies.

# KEY TAKEAWAYS

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## 3. LOOK AT THE SIMILAR HISTORICAL ATTEMPTS



- ▶ One of the first activities should target research on previous similar projects.
- ▶ Find out who was involved in the projects and talk with these people about them.

## 4. LOOK AT THE SIMILAR PROJECTS ABROAD

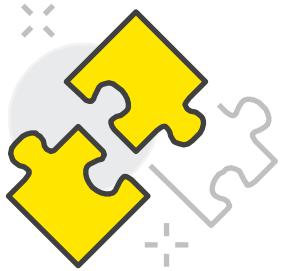


- ▶ Other countries might have struggled with the same issues, so conduct a research.
- ▶ Connect with the relevant people involved in the particular project and find out the best practise.

# KEY TAKEAWAYS

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## 5. AVOID THE PAST MISTAKES

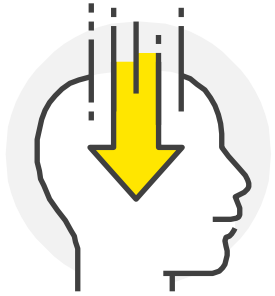


- ▶ Look at the research mentioned in the two previous points.
- ▶ Identify reasons why the projects were unsuccessful and try to avoid them in your project.

## 6. INVOLVE ALL RELEVANT STAKEHOLDERS



- ▶ It is necessary to speak to all relevant stakeholders and know their opinions.
- ▶ Some of their comments may be helpful, so use them.



## 7. LISTEN CAREFULLY TO THE BENEFICIARIES

- ▶ Outcomes should help the beneficiaries in their work, so keep them practical and share the drafts.
- ▶ It is important to listen to beneficiaries and consider their comments.