

<b>Report on the application of the Commission SGEI Decision of 20 December 2011</b>
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Valencia, 5 June 2014

In response to your letter of 10 April 2014 on the obligation to submit reports under Article 9(b) of the Commission Decision of 20 December 2011 with regard to the application of the provisions of Article 106(2) of the Treaty on the Functioning of the European Union to state aid in the form of public service compensation granted to certain undertakings entrusted with the operation of services of general economic interest (SGEI), we attach data relating to the SGEI for Fostering Entrepreneurship and Innovation 2012 and 2013:

**1. Description of the application under the SGEI Decision and amount granted.**

- 1) ☐ Hospitals [(Article 2(1)(b))]
- 2) ☐ Social services [(Article 2(1)(c))]
  - a. Health care and long-term care
  - b. Childcare
  - c. Access to and reintegration in the labour market
  - d. Social housing
  - e. E) Social protection and inclusion of vulnerable groups
- 3) ☒ Air or maritime links to islands [(Article 2(1)(d))]
- 4) ☒ Airports and ports [(Article 2(1)(e))]
- 5) ☒ **Compensation for other SGEI items not exceeding EUR 15 million [(Article 2(1)(a))]** Services of General Economic Interest with regard to the promotion of entrepreneurship are aimed at a wide target group of entrepreneurs belonging to all sectors of the Valencia business community.
- 6) ☐ SGEI compensation under the Framework

Provide information about each of the points highlighted in the following table:

Clear and detailed description of how the respective services are organised in your Member State <sup>1</sup>	
Explain what types of services in the respective sector have been defined as SGEI in your Member State. List the <b>contents of the services allocated as SGEI</b> as clearly as possible:	<b>See annex I</b>
Explain the <b>forms of allocation</b> (habitual). If standard templates are used within a given sector for allocation, attach them.	The IVACE allocates services of general economic interest to the BICs in the Community of Valencia by means of direct grants to BICs of the Community of Valencia, based on Article 28 of General Law on Grants 38/2003 of 17 November, provided for in nominative lines approved in the Generalitat's Budget Laws for the different financial years. These grants are officially defined through collaboration agreements.
Explain the <b>duration of the allocation</b> (habitual) and the change in duration of allocations. Also specify the percentage of allocations for longer than 10 years.	With the aim of guaranteeing effective and appropriate provision of the SGEI, the service is allocated annually by drawing up official agreements. This makes it possible to evaluate year on year whether the centres are adequate as service providers as well as the need for such services.
Explain whether (generally) companies are granted <b>exclusive or special rights</b> .	IVACE does not grant exclusive or special rights.
Explain the (habitual) <b>compensation mechanism</b> for the respective services, including the aid instrument used (direct grant, guarantee, etc.) and whether the method based on cost allocation or the net cost avoided method has been used.	<b>See annex II</b>
Explain the (habitual) methods of avoiding and recovering possible excessive compensations.	<b>See annex II</b>
Amount of aid granted	
<b>Total amount of aid granted<sup>2</sup>.</b> <u>Include all the aid paid in your area, including aid paid by regional and local authorities.</u>	2012: EUR 2 158 742 2013: EUR 2 064 786.66

<sup>1</sup> If there are only a small number of individual SGEI services in a given sector within your Member State, we would be grateful if you could give a detailed description of those services. If a high number of services have been allocated within a specific sector in your Member State (for example, because they are the responsibility of the regional or local authorities), it would be disproportionate to provide individual details of the allocations, but it is still essential to provide a clear and concise general description of how the sector is organised, which includes the common characteristics of individual allocations. Given that the number of affairs falling within the SGEI framework will be limited, the Commission expects a detailed description of each specific measure

Other quantitative information <sup>3</sup>	

## 2. Difficulties in applying the SGEI Decision.

Please be as specific as possible and include the sector in which the difficulties arose, if applicable.

## 3. Complaints by third parties involved

Please be as specific as possible and include the sector within which the complaints were received, their contents and the possible course of action by your authorities.

## 4. Miscellaneous

### A. (not compulsory)

If your Member State has not granted state aid for the provision of the SGEI in given sectors, information on other instruments to guarantee the provision of such services could be useful (direct aid to users, compensation complying with the four Altmark criteria, de minimis aid etc.). If you wish, provide a short description of these instruments and the areas in which they are used.

### B. (not compulsory)

Describe aspects in which the SGEI Decision is easier to apply or more appropriate than the 2005 SGEI Decision.

### C. (not compulsory)

If you wish, you can add other comments to your report on the application of the SGEI Decision, on aspects other than those covered in the above questions.

<sup>2</sup> Under the terms of Article 9(b) of the SGEI Decision Please draw up a list broken down by calendar year.

<sup>3</sup> The Commission would like to receive any data that you may have on aid granted under the SGEI Decision and the SGEI Framework, for example the number of beneficiaries per sector, average amount of aid, aid instrument (direct grant, guarantee, etc.), company size, etc. If this quantitative information is not directly available in a Member State, this may naturally be submitted in aggregate or estimated form. Granted under the SGEI Decision and the SGEI Framework, for example the number of beneficiaries per sector, average amount of aid, aid instrument (direct grant, guarantee, etc.), company size, etc. If this quantitative information is not directly available in a Member State, this may naturally be submitted in aggregate or estimated form. In this case, please indicate whether you have used estimates and the type of aggregation carried out.

**ANNEX I**

**I. 2012 ACTION PLAN**

**A) PROVISION OF SERVICES OF GENERAL ECONOMIC INTEREST TO FOSTER  
ENTREPRENEURSHIP AND INNOVATION (SGEI)**

- 1. General framework for action by the BICs of the Community of Valencia within  
SGEIS**
- 2. SGEI for Fostering Entrepreneurship and Innovation**

***2.1. Organising events and promotional campaigns and overall coordination:***

- Development of the AGENDA: Major Events and Priority Topics
- Fostering Entrepreneurship. EMPRENDE+

***2.2. Carrying out studies and the development and dissemination of tools***

- Portal [emprenemjunts.es](http://emprenemjunts.es)

***2.3. Revitalisation of the entire institutional and business community to support public and private  
entrepreneurship.***

- Bringing entrepreneurs and investors together

***2.4. Fostering and encouraging the setting up, consolidation and growth of enterprises.***

- Club of Innovative Enterprises

***2.5. Provision of face-to-face and remote permanent support services***

- Focus on consultations

**3. Definitions of Resources and Content**

**B) PROVISION OF PERSONALISED ADVISORY SERVICES TO ENTREPRENEURS AND RECENTLY SET-UP  
INNOVATIVE SMES**

**C) RENTAL OF BUSINESS INCUBATOR PREMISES**

## II. MANAGEMENT INDICATORS AND ANNUAL OBJECTIVES

### I. 2012 ACTION PLAN

#### **A) PROVISION OF SERVICES OF GENERAL ECONOMIC INTEREST (SGEI) FOSTERING ENTREPRENEURSHIP AND INNOVATION (SGEI)**

##### **1. GENERAL FRAMEWORK FOR ACTION BY THE BICS OF THE COMMUNITY OF VALENCIA WITHIN THE SGEI**

The aim of the general BIC actions indicated below will be to motivate, inform and guide entrepreneurs and innovative enterprises.

###### **1) Organisation of events and overall promotion and coordination campaigns in this area:**

- Joint organisation of the Day of the Entrepreneur (DPECV) and organisation of other unique activities to foster entrepreneurship.
- Implementation of a programme to raise the awareness of potential entrepreneurs.
- Organisation of a programme of care and guidance for entrepreneurs to publicise sources of available information, the tools made available by the BICs themselves, administration, other institutions supporting entrepreneurs and businesses and even consultants and entities in the private sector offering services to entrepreneurs and businesses.
- Carrying out activities within the local area (regional) through events such as **ENREDATE** that can be used together with networking to foster inter-agency cooperation.
- Organisation of lectures, conferences and seminars on topics of interest for the setting up and development of innovative enterprises.
- Organisation of local and regional **AWARDS**, for the best business start-up project and the recently set-up innovative company with the best outlook.

###### **2) Organisation of **studies and the preparation and dissemination of tools (resources)** to serve entrepreneurs, innovative companies and organisations that foster entrepreneurship:**

- Development of a 'monitoring unit' on entrepreneurship and the start-up and growth of innovative companies. Awareness-raising, coordination and monitoring.
- Design and promotion of ideas laboratories to foster the creation and growth of enterprises.

- Creation of materials to foster values and approaches favourable to the start-up of enterprises and innovation, as well as guidance to those interested in developing a business plan, start-up, innovation, growth, etc.
- Preparation and maintenance of a Catalogue of Tools to improve the direct technical skill of entrepreneurs and to support the business market and enterprise service entities.

**3) Revitalisation of the whole institutional and business community** supporting public and private entrepreneurship through implementation of the following actions:

- Setting up of a genuine network of contacts and inter-agency and business partnerships, as well as networks of promoters and investors, users, entrepreneurs, etc. that involves:
  - Collaboration agreements with entities working with specific groups of entrepreneurs, particularly universities and municipalities, in order to find synergies and the best outcome for the resources at stake in terms of efficacy and efficiency.
  - Inclusion of ADLs, Business Associations and other regionally-based bodies in the fostering of entrepreneurship.
  - Support for entities with entrepreneurship support programmes through:
    - Information on characteristics, possibilities and application of working tools to support entrepreneurs, information sources and any available support of interest for entrepreneurs and innovative business start-ups.
    - Implementation of activities to foster an entrepreneurial spirit in the regions in which the entities operate.
- Development and implementation of a virtual platform for deployment of the entrepreneurship support system, *emprenemjunts*, within which the BICs will:
  - Select content from other freely available sources in order to set up a reference platform in the field of entrepreneurship and innovative business start-ups.
  - Incorporate a large number of entities interested in fostering a spirit of entrepreneurship as first-level partners and users (who will generate – as far as they are able – and receive information on the platform through its own customised web channel).
  - Carry out measures to promote better understanding and use of the platform by participating in forums and other platforms and systems that operate on the

Internet within the field of entrepreneurship and other aspects involved in fostering the economy, innovation and technology.

**4) Fostering and encouraging the setting up, consolidation and growth** of enterprises.

- Setting up and organisation of spaces for cooperation and exchange of best practice between innovative companies.
- Organisation of Dynamics and Workshops to foster projects, developers and investors, exchange of experiences, etc.
- Fostering of rapprochement between developers and investors to mitigate the effect of a lack of funding resources as well as to benefit from private and individual investment resources, emphasising the worth of local innovative projects.
- Annual organisation of innovation funding forums as well as investment forums both locally and regionally.

**5) Provision of permanent services for the face-to-face and remote support** of entrepreneurs and innovative businesses through the following actions:

- Information and guidance to entrepreneurs in their own offices by specialised technicians.
- Advice within the field of entrepreneurship through the 'emprenemjunts' portal.

## **2. SGEI FOR FOSTERING ENTREPRENEURSHIP AND INNOVATION**

The following specific objectives and activities were established within the framework described above during 2012:

### **2.1 Organising events and promotional campaigns and overall coordination:**

- **Development of the AGENDA: Major Events and Priority Topics.**

The Agenda establishes the main events and basic topics to be developed during the year and therefore determines the application of resources and prioritisation of activities at specific times when the most important public meetings take place, as well as organisation tasks for lower profile activities that are nevertheless still necessary to fulfil set objectives. The Agenda is the backbone around which the other actions unfold, including platform development, creation of resources, bringing together of developers and investors and so on.

**The central topics of the 2012 agenda are:**

- 7<sup>th</sup> edition of the Day of the Entrepreneur (Promotion), as the central and final event of the entire entrepreneurship promotion process, including EMPRENDE +.
  - The BIC will provide assistance to IVACE for the preparation and development of the Day of the Entrepreneur, with temporary technical support from the following professionals, whenever required by IVACE:
    - A resource manager with experience in recruitment, resource management and performance of contracts.
    - A computer specialist trained in the development and application of management-focused databases and portals.
    - A journalist to support communication activities implemented through empenemjunts and conventional systems.
  - The staff may perform their duties with the aim of achieving coordinated action from the IVACE headquarters, continuing in all cases to be answerable to and working under the BIC, and remunerated by the latter.
  - The BIC is committed to ensuring that staff who work with the IVACE comply with confidentiality requirements laid down by the IVACE when handling information used during their work as partners in managing the Day of the Entrepreneur or any other information to which they may have access due to their physical presence in the IVACE offices.
- **ENRÉDATEs (local)**, as well as local, regional or provincial events that help to generate synergies, cooperation and institutional and corporate transparency.



- **Finance and investment forums (Growth)**, as events that gather the outcome of activities to bring together developers and investors and reveal the importance provided by the CV in accelerating the creation and growth process of innovative enterprises.

The **Agenda** is complemented by topics to be fostered in collective promotion actions, as follows:

- Internationalisation.
- Trends and Opportunities. Competitive Intelligence.
- Marketing. Markets and sales.
- Social Networks.
- Business models:
- Cooperation, Networking.

In the development of activities or actions under the agreement, and acting in a coordinated manner with the other stakeholders and observing time priorities established in the agreement, the **BIC** will organise a set of events in accordance with the following schedule:

	J	F	M	A	M	J	J	A	S	O	N	D
ENREDATES and DPE												
Finance/Investment Forum												
Internationalisation												
Trends and Opportunities												
Marketing/Sales												
Internet/Social Networks												
Business models												
Cooperation, Networking.												

In the time slots allotted for each topic, **the BIC** will organise at least one session with the aim of highlighting the extent to which good management can add value in this area by improving business competitiveness.

The **BIC** will foster social recognition for the best innovative projects implemented and the best business careers, contributing to the organisation of regional recognition in the same areas.

- **Fostering Entrepreneurship. EMPRENDE+**

The essential aim of IVACE is to foster innovation in the Community of Valencia financial community, particularly within SMEs. The portal "[www.emprenemjunts.es](http://www.emprenemjunts.es)" contains resources and tools focusing on fostering and facilitating the business spirit and innovation, particularly between entrepreneurs who are at the initial stages of their business plan.

The priority aim in this area is that the 'www.emprenemjunts.es' portal and its content should be known to established innovative enterprises as well as to potential entrepreneurs, even younger entrepreneurs, with the aim of supporting and fostering existing initiatives and reinforcing the entrepreneurial will of those with the necessary attitudes and initiative to set up new business activities.

Working in this direction, to foster the emergence of more and better innovative projects by fostering entrepreneurship in the economic field, becomes one of the cornerstones of actions to foster the setting up of innovative enterprises and helping to diversify the industrial base of the Community of Valencia toward higher value-added sectors.

Actions in this area should reach out to the whole of the **local area**, making the most of all the existing potential, although the activity is concentrated in areas where there is high population density and economic activity and therefore greater expected utilisation of resources used.

The **fostering action** is developed in **two areas**: the conventional **physical** through group sessions with collectives who have shown a previous willingness to consider the possibility of carrying out entrepreneurial activities and also, **online**, using the website to carry forward actions to strengthen the entrepreneurial spirit of stakeholders.

The **session content** may vary according to the target audience and the circumstances in the environment in which they are held that they are generally carried out within the framework of a previously established topic and organisational models that are common to all the BICs and organisations taking part in the Service of General Economic Interest for the Fostering of Entrepreneurship and Innovation.

Promotion activities will be developed within a framework ranging from motivation to trigger entrepreneurial initiative to implementation of business plans, albeit basic in nature and seen as experimental and as a first approach to business start-up.

Group actions will be carried out in the field of resources and applications that will be available on the Internet for the subjects to be fostered:

#### **MOTIVA E+ Entrepreneurial motivation**

Aim: To stimulate the attitudes and values of entrepreneurship and innovation in society. To stimulate local entrepreneurial skills.

The **BIC** will hold a minimum of 7 sessions and will seek to enter 42 forms into the database and carry out the Entrepreneurs' Test on 100 people.

#### **IDEA E+ Entrepreneurial Creativity**

Aim: To stimulate creative thinking and the generation of business ideas among entrepreneurs.

The **BIC** will hold a minimum of 7 sessions and will seek to enter 56 forms into the database and carry out the self-assessment tool on 42 people.

#### **TENDENCIAS E+ Entrepreneurial Opportunities**

Aim: To identify new trends and spending habits to allow businesses and entrepreneurs to generate new business opportunities.

The **BIC** will hold a minimum of 7 sessions and will seek to enter 42 forms into the database.

#### **PLAN E+ from an Idea to a Business**

Aim: To foster the setting up of local enterprises, making this process more accessible to society and emphasising the importance of developing a business plan.

The **BIC** will hold a minimum of 6 sessions and will seek to enter 28 forms into the database.

**All the Emprende + sessions** will be developed following the methodology and using downloadable resources available on the Internet.

The use of the platform, measured through the number of users, to participate in the various lines of work developed in the four thematic blocks will determine the outcome of work carried out locally.

All the Emprende + activities will feed databases and may attract awards from public or private sponsors.

### **2.2. Carrying out studies and the development and dissemination of tools**

- **Portal [emprenemjunts.es](http://emprenemjunts.es)**

The '[emprenemjunts.es](http://emprenemjunts.es)' portal was established to be the main interface with entrepreneurs and to provide support for resources needed to carry forward previous actions directly aimed at the setting up and growth of businesses, particularly businesses that innovate and diversify the economic community of Valencia.

Tasks performed in previous years have made it possible to add interesting content that prompts a significant volume of inputs and downloads. Throughout 2012, we must make a qualitative leap that facilitates deployment in terms of the participation and involvement of people who are already entrepreneurs, as with those who are still potential entrepreneurs

To this end, they have incorporated new content and resources that make the site a basic benchmark for the setting up and growth of innovative businesses in the Community of Valencia, but they also develop activities for the better utilisation of portal content and resources, always in the spirit of responding to the concerns of entrepreneurs:

**a) Creation of resources and content**

With this approach, the **BIC** will help by creating and providing the following resources:

- a) 1 Manual*
- b) 7 Capsules*
- c) 28 presentations*
- d) 6 Guides*
- e) 1 Simulator*
- f) 3 sector guides (Business Activities)*
- g) 70 Memofiles*
- h) 7 Files*
- i) 28 videos*
- j) 28 articles, and*
- k) 17 interviews*

**The characteristics and conditions of these resources are set out in point 3 of this Annex**

In addition, the BRIC will include relevant information on news, announcement, events and any topic that may be useful for entrepreneurs taking place in the vicinity.

**b) Actions enabling use of the portal**

To benefit from the materials accessible through the portal, a support service is required to provide the information necessary to facilitate the use of tools and resources available on the site, although the aim is to organise the portal content in such a way that the location and characteristics are self-explanatory, following Internet best practice.

Experience in previous years has, however, revealed a need to supplement the site with external support to provide confidence and security in the use of simulators and content loaded onto the portal.

**c) Group sessions with regular monthly information**

During the sessions, the would-be entrepreneurs using the site will learn about how the correct application of knowledge can help their plan and where they can find that knowledge in the various information sources at their fingertips, with special focus on resources included on the portal

**d) Focus on specific consultations**

***- Support using on-line systems***

The basic model for responding to interested parties is consultation through the personal portal, with the Internet as an essential channel. An organised system of consultation will therefore be established in order to cater for requests for information on the needs of entrepreneurs and support opportunities through the use of resources uploaded to the portal.

***- Face-to-face support***

Exceptional face-to-face sessions will be held to resolve specific queries on a short-term basis

**2.3. Revitalisation of the entire institutional and business community to support public and private entrepreneurship.**

**■ Bringing entrepreneurs and investors together**

The aim of benefiting from the growth potential of innovative companies, in particular those based on technology and specialised knowledge, often runs into difficulties in terms of putting together the necessary financial resources to make investments and carry out the actions needed to implement the plan.

In view of the complications that often blight the first steps of this type of enterprise, one good option is to provide permanent resources in the form of a stake in the capital of the developing enterprise.

Unlike other social settings where a great wealth of experience has been built up, there are as yet, however, hardly any cases of investor participation in innovative projects, or at least outside the circle of the entrepreneur's family and friends.

The economic climate in recent years has made it extremely difficult to obtain financial resources through conventional channels, namely banks and traditional financial institutions.

Experience shows that venture capital funds focus their actions on established companies and sideline the plans of companies at an earlier stage of their life cycles, whatever their potential and expectations for future growth. The reason for this approach is the proportionally high costs arising for such entities out of interventions with a reduced injection of capital.

Business angels could be a perfectly satisfactory solution to the current situation, providing capital in the early stages with the intention of making their investment profitable in later years.

Action is required to foster knowledge first – and then the participation of investors in the plans of innovative enterprises.

To this end, the following types of activity will be provided:

### **1. School of investors**

The aim is to provide potential investors, who may or may not have been previously linked with economic activities, with the basic knowledge necessary to facilitate an exchange with entrepreneurs, taking down barriers of mistrust arising out of a lack of knowledge of investment processes in emerging businesses.

The sessions are planned to last a minimum of three hours, plus additional time to allow the investors to network with one another in order to foster the setting up of groups and strengthen willingness to engage in the plans of potential investors.

From the initial seminars and if demand is identified, sessions will be organised with specialist information to foster investment both by improving knowledge to evaluate projects or by providing information on specific sectors or groups.

The ultimate goal of what takes place in the school of investors goes beyond imparting knowledge, which is only a medium, instead seeking to awaken the interest of potential investors, helping them learn to evaluate ideas and plans and bring them closer to entrepreneurs by the means available to the BIC.

To this end, the BIC will hold at least two school of investors seminars in 2012; it will seek to involve 35 potential investors and have signed up at least 28 investors by the end of the year.

### **2. School of entrepreneurs**

Teaching entrepreneurs the skills necessary to present their projects is essential if they are to achieve the right results in their search for funding and the incorporation of permanent resources.

Lack of information in our economic community on the participation of business angels, beyond the investor's family and immediate surroundings, in the plans of business start-ups makes it necessary to improve the skills required to attract contributions by investors.

To this end, sessions will be organised with the aim of teaching entrepreneurs the techniques and skills to highlight the characteristics of their plans empowering them to provide appropriate information quickly and streamlining the early stages of negotiation for the entry of business angels.

As with the school of investors, the final aim is not confined to imparting knowledge. On the contrary, the aim is to enable entrepreneurs with good plans to persuade investors to provide resources quickly enough to take advantage of a window of opportunity that is often crucial to the success of the plan in the case of innovative projects.

Entrepreneurs will therefore be supported through the process of approaching investors to obtain the best results.

The BIC will hold at least two school of entrepreneurs seminars in 2012. These will be concerned with training entrepreneurs to present their plans, with the participation of at least 35 attendees, resulting in the submission of at least 21 plans to investors.

### **3. Finance and investment forums**

The finance and investment forums are an institutionalised meeting point between entrepreneurs and investors.

Organising a forum means complementing the normal plan presentation session with a complimentary topic on the funding of projects or other information relating to the central goal of an investment Forum, in other words to evaluate business plans and to gauge their growth expectations and the resources necessary to develop a Growth Plan.

The BIC will hold at least two finance and investment forums throughout the year. One during the first half of the year and the other in the second half.

Over and above these institutionalised sessions, however, the BIC must address this aim, attracting business angels into the plans of developing innovative companies as the core of its activity, developing appropriate institutionalised and non-institutionalised initiatives in order to maximise all possibility of facilitating the growth of enterprises, particularly those based on technology and specialist knowledge.

To this end, the **BIC** will seek to find funding of at least EUR 1.6 million distributed between at least nine innovative projects and the contribution of its own resources of at least EUR 0.6 million distributed among at least six innovative projects.

#### **2.4. Fostering and encouraging the setting up, consolidation and growth of enterprises.**

- **Club of Innovative Enterprises**

The promotion work is not confined to business creation. On the contrary, it must continue facilitating the adoption of appropriate management systems and appropriate strategies to seize consolidation and growth possibilities, maintaining and reinforcing the competitive advantages of the initial plan that must be developed in order to adapt to market characteristics.

To this end, we will foster the inclusion on the portal of innovative companies with the greatest growth potential and networking sessions will be organised where we will seek to foster the use of the best management methods and an exchange of criteria to identify avenues of cooperation with the aim of benefiting from potential synergies.

The aim is that companies with growth prospects should make their way in relation to their surroundings through the following progression:

##### **Registered companies and entities**

At this first stage, the aim is that companies and entities should register to receive general and specific information that may be of interest, with a minimum goal of 600 registered companies.

##### **Activated companies**

Contribution of more comprehensive information allows promotional action arising out of a company's presence on the portal as well as the contribution of information that is segmented based on particular interest and the pursuit of cooperative actions in order to benefit from possible synergies. The aim is to achieve a minimum of 140 activated companies.

##### **Participation in networking and cooperation sessions**

The aim of the Business Club goes beyond the supply and exchange of information. We intend that companies should take part in sessions organised for the pursuit of cooperative actions and emulation of best practices.



We will also hold structured or informal sessions such as working breakfasts and so on with the aim of covering issues of interest, organised according to the common interests of certain groups.

#### **Participation in groups**

One good model for exploiting the potential of the resources on hand is for companies to take part in common interest groups as a way of facilitating the exchange of ideas and the possibility of capitalising on the efforts of the BIC technical staff in their support work.

The set aim is to achieve at least two groups.

#### **Hiring of custom advisory services for innovation and growth**

The ultimate goal of actions focused on incorporating the best management techniques is to achieve the implementation of growth strategies. One of the fundamental competences of the BICs is to prepare and support the Growth Plans of companies with potential. Even though the hiring of services is not part of the SGEI, hiring is still a good reflection of results and a hiring indicator is set for this reason.

The aim is to achieve a minimum of 22 service contracting companies.

### **2.5. Provision of face-to-face and remote permanent support services**

#### **Support for queries using on-line systems**

The portal [www.emprenemjunts.es](http://www.emprenemjunts.es) constitutes the primary means of providing information to entrepreneurs in terms of the available documentation and tools as well as the ability to provide basic advice by responding to queries that may arise through the various web channels.

The most normal system of information is that established through dialogue enabled by ICTs: a process will be developed for answering queries that may arise, progressing toward the setup of a 'frequently asked questions' system as the routine method of response when the number of cases has risen to a sufficient level.

Until the system is set up, the queries must be answered based on content and calling on the experience and dedication of BIC staff.

The aim is to answer at least 85 queries.

#### **Answering queries in person**

Since the transition to the use of ICTs is a gradual process that cannot be introduced wholesale immediately, for a period of time queries will be handled both online and in person, with the aim of taking every opportunity to support the conversion of ideas into business ventures.

The support will be provided in the form of short interviews set up in order to explain the tools available on the portal [www.emprenemjunts.es](http://www.emprenemjunts.es) and point out the existence of documentation that will allow potential entrepreneurs to move toward implementing their ideas and define any steps to take their ventures forward.

The aim is to answer at least 140 queries.

### **3. DEFINITIONS OF RESOURCES AND CONTENT**

All the resources must be reviewed by the IVACE.

#### **a) Manuals**

A manual is understood to mean a document covering a topic of business interest drawn up with the intention of serving as a training support for BIC technicians, support entities and those interested in the topics discussed in general. It must be between 25 and 40 pages in size. It is intended to help inform and guide and even diagnose the presence of problems and possible solutions.

#### **b) Capsules**

A capsule is defined as a document arising out of an in-depth examination of the theme of a presentation or a self-contained explanation of a topic of particular interest to entrepreneurs, with the aim of assessing its importance and potential for generating problems or providing competitive advantages to an entrepreneur who makes decisions and takes the appropriate actions.

The material to be included will consist of a PowerPoint document including about 12 slides that includes an explanation of the basic content of the slide in order to facilitate its knowledge and assimilation by listing the key points.

#### **c) Presentation**

A Presentation is a document that reflects information provided in a public session delivered on the premises of the BRIC or in another field, focusing on an evaluation of certain actions. The document must fulfil the twofold aim of acting as an aide memoir for assistants and encouraging those who may see the material and be interested in the topics discussed.

The material to be included will consist of a self-explanatory PowerPoint file made up of at least 15 slides.

#### **d) Guides**

A guide is a document containing information prepared to facilitate the use of tools and proper application of procedures or to be introduced in a particular field of knowledge and its application in the enterprise. It consists of a document between two and four pages long containing appropriate information. The attached information, e.g. list of sources, websites and so on may require another size or format, depending on requirements.

#### **e) Simulators (tools)**

A simulator is a computer application designed to anticipate the results of actions, detect problems arising out of resource constraints or make predictions about any aspect relating to business start-up or growth.

**f) Sector guides**

Publishing of new guides, review and updating of previous guides.

Sector guides are documents with a structure as described in the Resources/Business Guides section of the "emprenemjunts" website.

**g) Sector memofiles. Review and update**

A memo file is any of the documents that appear in the Resources/Memo files section of the "emprenemjunts" website (link [www.fichasceei.com](http://www.fichasceei.com))

**h) Files**

A file is a summary document, published at [www.emprenemjunts.es](http://www.emprenemjunts.es), containing essential information from a Sector Guide, guides published on the Internet and so on, prepared with the aim of providing the most relevant information with the aim of encouraging the reader to go on to read the full published guide, if applicable, or of arousing interest in the topic covered.

**i) Videos**

A video is any material in audio/video format uploaded by any member of the BIC staff or their colleagues to a section of any of the 'emprenemjunts' channels.

**j) Articles**

An article is any material included by BIC staff member or their colleagues on any of the 'emprenemjunts' channels in the Articles section (observing the rules established for this block)

**k) Interviews**

An interview is any material included by BIC staff member or their colleagues on any of the 'emprenemjunts' channels in the Interviews section (observing the rules established for this block)

## II. MANAGEMENT INDICATORS AND ANNUAL OBJECTIVES

A box is added with a summary of all indicators that appear throughout the Annex

<b>GLOBAL INDICATORS 2012 BIC</b>				
<b>1. SGEI FOR FOSTERING ENTREPRENEURSHIP AND INNOVATION</b>				
	<b>Activity units</b>		<b>People covered</b>	
	<b>Distance-learning</b>		<b>Face-to-face</b>	
	(Documents, sessions, projects)	Internet	Groups	Individual
1.1. EMPRENEMJUNTS PORTAL				
1.1.1. CONTRIBUTIONS				
1.1.1.1. DOCUMENTS AND TOOLS				
1.1.1.1.1 Manuals	1			
1.1.1.1.2. Capsules	7			
1.1.1.1.3. Presentation	28			
1.1.1.1.4. Guides	6			
1.1.1.1.5 Simulators	1			
1.1.1.1.6. Sector and professional guides	3			
1.1.1.1.7. Sector memofiles	70			
1.1.1.1.8. Files	7			
1.1.1.1.9. Videos	28			
1.1.01/01/2010. Articles	28			
1.1.1.1.11. Interviews	17			
1.1.01/01/2012. News, announcements, events	210			

1.1.1.2. CHANNELS				
1.1.1.2.1. Consolidation of 2 <sup>nd</sup> channel	140			
1.1.2. USE				
1.1.2.1. USERS				
1.1.2.1.1. Visitors		100000		
1.1.2.1.2. Hits	350000			
1.1.2.1.3. Downloads	21000			
1.1.2.1.4. Registered		2800		
1.1.2.1.5. Activated		300		
1.1.2.2. SOCIAL NETWORKS				
1.1.2.2.1. Followers		2100		
1.1.2.3. PARTICIPATION				

1.1.2.3.1. Queries	85			
1.2. ACTIVITIES				
1.2.1. COMPANIES				
1.2.1.1. GUIDANCE INFORMATION				
1.2.1.1.1. Group and individual sessions	14		280	140
1.2.1.2. ACTIVITIES				
1.2.1.2.1. Agenda	18		900	
1.2.1.3. ENREDAT's and DPECV				
1.2.1.3.1. Sessions and Participants	1		2800	
1.2.1.4. AWARDS				
1.2.1.4.1. Nominations	84			
1.2.2. EMPRENDE+				
1.2.2.0.1. Groups in EMPRENDE +	3		50	
1.2.2.1. MOTIVA E+				
1.2.2.1.1. Sessions	7			
1.2.2.1.2. Nominations	1			
1.2.2.1.3. Participation in databases		42		
1.2.2.1.4. On-line courses		21		
1.2.2.1.5. Use of Entrepreneur's Test		100		
1.2.2.2. IDEAS E+				

1.2.2.2.1. Sessions	7			
1.2.2.2.2. Nominations	1			
1.2.2.2.3. Participation in databases		56		
1.2.2.2.4. On-line courses		42		
1.2.2.2.5. Use of self-assessment tool		42		
1.2.2.3. E+ TRENDS				
1.2.2.3.1. Sessions	7			
1.2.2.3.2. Nominations	1			
1.2.2.3.3. Participation in databases		42		
1.2.2.3.4. On-line courses		28		
1.2.2.4. E+ PLAN				
1.2.2.4.1. Sessions	6			
1.2.2.4.2. Nominations	1			
1.2.2.4.3. Participation in databases		28		
1.2.2.4.4. On-line courses		14		
1.2.3. TERRITORY				
1.2.3.0.1. Conventions	2			
1.2.3.0.1. Sessions	14			
1.2.3.0.1. Participants			210	
1.2.4. ACTIVITY PLANNING				
1.2.4.0.1. Monthly planning	6			
1.2.4.0.2. Quarterly planning	2			
1.3. BUSINESS COMMUNITY/CLUB				

1.3.0.0.1. Registered companies and entities	600			
1.3.0.0.2. Activated companies	140			
1.3.0.0.3. Companies taking part in activities	100			
1.3.0.0.4. Business groups	2		140	
1.4. BUSINESS GROWTH				
1.4.1. BUSINESS ANGELS				
1.4.1.0.1. School of investors	2		35	
1.4.1.0.2. Registered investors		28		
1.4.2. ENTREPRENEURS				
1.4.2.0.1 School of entrepreneurs	2		35	
1.4.2.0.2 Registered entrepreneurs		21		
1.4.3. INVESTMENT FORUMS				
1.4.3.0.1. Forums	2		100	
1.4.3.0.2. Plans submitted	12			
1.4.4. RESULTS OBTAINED				
1.4.4.1. FINANCE				
1.4.4.1.1. Volume in EUR	1600000			
1.4.4.1.2. Number of projects	9			
1.4.4.2. OWN RESOURCES				
1.4.4.2.1. Volume in EUR	600000			
1.4.4.2.2. Number of projects	6			
<b>2. SERVICES (PERSONALISED ADVICE AND RENTAL OF</b>				
<b>BUSINESS INCUBATOR PREMISES TO ENTREPRENEURS</b>				
<b>AND NEWLY SET-UP INNOVATIVE SMES)</b>				
2.1. INTEREST IN SERVICE				
2.1.0.0.1. Services carried out	22			



2.1.0.0.2. Value of services provided	4			
2.2. GROWTH PLANS				
2.2.0.0.1. Growth plans drawn up and submitted to investors	7			
2.2.0.0.2. Growth plans drawn up and successfully submitted	5			
2.3. CUSTOMER EFFORT IN UPTAKE OF CONVENTION SERVICES				
2.3.0.0.1. Customer effort in billed services	28.00			
2.3.0.0.2. Customer effort in renting incubator modules	50.00			
<b>3. GENERAL</b>				

3.1. SOURCES OF FUNDING				
3.1.0.0.1. Contribution of SGEI resources. In 2012, the indicator is merely informative and complementary to 3.1.0.0.4.	1			
3.1.0.0.2. Contribution of resources obtained with the support of the Creation and Growth plan. In 2012, the indicator is merely informative and complementary to 3.1.0.0.4.	1			
3.1.0.0.3. Contribution of resources obtained through or with the support of other government programmes (IVACE or Others). In 2012, the indicator is merely informative and complementary to 3.1.0.0.4.	1			
3.1.0.0.4. Contribution of resources obtained by non-subsidised procurement. The result of block 3.1 is measured by the achievements of this section.	12			
3.2. USE OF BUSINESS CENTRE				
3.2.0.0.1. Incubator users	21			
3.2.0.0.2. Use of space (modules) available in the Incubator	60.00			
3.2.0.0.3. Company turnover	20.00			
3.2.0.0.4. Average revenue obtained from customers housed on available area (EUR/metre).	40.00			
3.3. CONTRIBUTION TO THE GENERAL OBJECTIVES OF IVACE				
3.3.1. BUSINESS PLANS PREPARED				

3.3.1.1. BUSINESS PLANS BILLED				
3.3.1.1.1. Business Plans commissioned and billed (subsidised and non-subsidised)	20			
3.3.1.1.2. Business Plans commissioned and billed (subsidised and non-subsidised) that are sponsored by women	7			
3.3.1.1.3. Business Plans commissioned, billed and subsidised	16			
3.3.1.1.4. Business Plans commissioned, billed and subsidised that are sponsored by women	6			
3.3.1.2. BUSINESS PLANS SUPPORTED WITHOUT BILLING				
3.3.1.2.1. Through the PEOL or other tools and methodologies	28			
3.3.1.2.2. Through the PEOL or other tools and methodologies, whose sponsors are women	7			
3.3.2. BUSINESS START-UP				

3.3.2.0.1. Businesses started up (a specific complementary indicator is established for those set up by women)	28			
3.3.2.0.2. Businesses started up by women	7			
3.3.3. JOB CREATION				
3.3.3.0.1. Jobs created (a specific complementary indicator is established for female employment)	42			
3.3.3.0.2. Female employment generated	7			
3.3.4. INWARD INVESTMENT				
3.3.4.0.1. Inward investment in supported projects	900000			
3.3.5. OBJECTIVES DERIVED FROM SOURCE OF RESOURCES (FEDER)				
3.3.5.0.1. Projects with a direct influence on improving the environment	1			
3.3.5.0.2. Projects with a direct influence on the integration of disadvantaged groups	1			
3.3.5.0.3. Projects that promote equality between men and women	1			
3.3.6. MEDIA PRESENCE				
3.3.6.0.1. Appearances of BIC actions in the media.	210			

## **ANNEX I**

### **I. 2013 ACTION PLAN**

#### **A) PROVISION OF SERVICES OF GENERAL ECONOMIC INTEREST TO FOSTER ENTREPRENEURSHIP AND INNOVATION (SGEI)**

#### **4. GENERAL FRAMEWORK FOR ACTION BY THE BICS OF THE COMMUNITY OF VALENCIA WITHIN THE SGEI**

#### **5. SGEI for Fostering Entrepreneurship and Innovation**

##### ***2.6. Organising events and promotional campaigns and overall coordination:***

- Development of the AGENDA: Major Events and Priority Topics
- Fostering Entrepreneurship. EMPRENDE+

##### ***2.7. Carrying out studies and the development and dissemination of tools***

- Portal [emprenemjunts.es](http://emprenemjunts.es)

##### ***2.8. Revitalisation of the entire institutional and business community to support public and private entrepreneurship.***

- Bringing entrepreneurs and investors together

**2.9. *Fostering and encouraging the setting up, consolidation and growth of enterprises.***

- Club of Innovative Enterprises

**2.10. *Provision of face-to-face and remote permanent support services***

- Focus on consultations

**Definitions of Resources and Content**

**B) PROVISION OF PERSONAL ADVISORY SERVICES TO ENTREPRENEURS  
AND NEWLY SET-UP INNOVATIVE SMES**

**C) RENTAL OF BUSINESS INCUBATOR PREMISES**

**II. MANAGEMENT INDICATORS AND ANNUAL OBJECTIVES**

## I. 2013 ACTION PLAN

### A) PROVISION OF SERVICES OF GENERAL ECONOMIC INTEREST (SGEI) FOSTERING ENTREPRENEURSHIP AND INNOVATION (SGEI)

#### 1. GENERAL FRAMEWORK FOR ACTION BY THE BICS OF THE COMMUNITY OF VALENCIA WITHIN THE SGEI

The aim of the general BIC actions indicated below will be to motivate, inform and guide entrepreneurs and innovative enterprises.

##### 1) Organisation of events and overall promotion and coordination campaigns in this area:

- Joint organisation of the Day of the Entrepreneur (DPECV) and organisation of other unique activities to foster entrepreneurship.
- Implementation of a programme to raise the awareness of potential entrepreneurs.
- Organisation of a programme of care and guidance for entrepreneurs to publicise sources of available information, the tools made available by the BICs themselves, administration, other institutions supporting entrepreneurs and businesses and even consultants and entities in the private sector offering services to entrepreneurs and businesses.
- Carrying out activities within the local area (regional) through events such as **ENREDATE** that can be used together with networking to foster inter-agency cooperation.
- Organisation of lectures, conferences and seminars on topics of interest for the setting up and development of innovative enterprises.
- Organisation of local and regional **AWARDS**, for the best business start-up project and the recently set-up innovative company with the best outlook.

##### 2) Organisation of **studies and the preparation and dissemination of tools (resources)** to serve entrepreneurs, innovative companies and organisations that foster entrepreneurship:

- Development of a 'monitoring unit' on entrepreneurship and the start-up and growth of innovative companies Awareness-raising, coordination and monitoring.
- Design and promotion of ideas laboratories to foster the creation and growth of enterprises.
- Creation of materials to foster values and approaches favourable to the start-up of enterprises and innovation, as well as guidance to those interested in developing a business plan, start-up, innovation, growth, etc.

- Preparation and maintenance of a Catalogue of Tools to improve the direct technical skill of entrepreneurs and to support the business market and enterprise service entities.

**3) Revitalisation of the whole institutional and business community** supporting public and private entrepreneurship through implementation of the following actions:

- Setting up of a genuine network of contacts and inter-agency and business partnerships, as well as networks of promoters and investors, users, entrepreneurs, etc. that involves:
  - Collaboration agreements with entities working with specific groups of entrepreneurs, particularly universities and municipalities, in order to find synergies and the best outcome for the resources at stake in terms of efficacy and efficiency.
  - Inclusion of ADLs, Business Associations and other (located in the regions for the fostering of entrepreneurship).
  - Support for entities with entrepreneurship support programmes through:
- Information on characteristics, possibilities and application of working tools to support entrepreneurs, information sources and any available support of interest for entrepreneurs and innovative business start-ups.
- Implementation of activities to foster an entrepreneurial spirit in regions of operation
- Development and implementation of a virtual platform for deployment of the entrepreneurship support system, emprenemjunts, within which the BICs will carry out:
  - Selection of content from other freely available sources in order to set up a reference platform within the field of entrepreneurship and innovative business start-ups.
  - Incorporation of a greater number of entities interested in fostering a spirit of entrepreneurship as first level partners and users (generators, to the extent of their ability, and recipients of information residing in the platform through its own customised web channel).
  - Actions to promote better understanding and use of the platform by participating in forums and other platforms and systems that operate on the Internet within the field of entrepreneurship and other aspects involved in fostering the economy, innovation and technology.

**4) Fostering and encouraging the setting up, consolidation and growth** of enterprises.

- Setting up and organisation of spaces for cooperation and exchange of best practice between innovative companies.
- Organisation of Dynamics and Workshops to foster projects, developers and investors, exchange of experiences, etc.
- Fostering of rapprochement between developers and investors to mitigate the effect of a lack of funding resources as well as to benefit from private and individual investment resources, emphasising the worth of local innovative projects.
- Annual organisation of innovation funding forums as well as investment forums both locally and regionally.

5) Provision of **permanent services for the face-to-face and remote support** of entrepreneurs and innovative businesses through the following actions:

- Information and guidance to entrepreneurs in their own offices by specialised technicians.
- Advice within the field of entrepreneurship through the 'emprenemjunts' portal.

## 2. SGEI FOR FOSTERING ENTREPRENEURSHIP AND INNOVATION

The following specific objectives and activities were established within the framework described above during 2013

### 2.1 Organising events and promotional campaigns and overall coordination:

- **Development of the AGENDA: Major Events and Priority Topics.**

**The Agenda** establishes the main events and basic topics to be developed during the year and therefore determines the application of resources and prioritisation of activities at specific times when the most important public meetings take place, as well as organisation tasks for lower profile activities that are nevertheless still necessary to fulfil set objectives. **The Agenda** is the backbone around which the other actions unfold, including platform development, creation of resources, bringing together of developers and investors and so on.

**The central topics of the 2013 agenda are:**

- **8<sup>th</sup> edition of the Day of the Entrepreneur (Promotion)**, as the central and final event of the entire entrepreneurship promotion process, including EMPRENDE +.
  - The BIC will provide assistance to the Valencian Institute of Business Competitiveness for the preparation and development of the Day of the Entrepreneur, with temporary technical support from the following professionals, whenever required by IVACE:
    - A resource manager with experience in recruitment, resource management and performance of contracts.
    - A computer specialist trained in the development and application of management-focused databases and portals.
    - A journalist to support communication activities implemented through emprenemjunts and conventional systems.
  - The staff may perform their duties with the aim of achieving coordinated action from the IVACE headquarters, continuing in all cases to be answerable to and working under the BIC, and remunerated by the latter.
  - The BIC is committed to ensuring that staff who work with the IVACE comply with confidentiality requirements laid down by the Valencian Institute of Business



Competitiveness when handling information used during their work as partners in managing the Day of the Entrepreneur, or any other information to which they may have access due to their physical presence in the Valencian Institute of Business Competitiveness offices.

- **ENRÉDATEs (local)**, as well as local, regional or provincial events that help to generate synergies, cooperation and institutional and corporate transparency.
- **Finance and investment forums (Growth)**, as events that gather the outcome of activities to bring together developers and investors and reveal the importance provided by the CV in accelerating the creation and growth process of innovative enterprises.

The **Agenda** is complemented by topics to be fostered in collective promotion actions, as follows:

- Internationalisation.
- Trends and Opportunities. Competitive Intelligence.
- Marketing. Markets and sales.
- Social Networks.
- Business models:
- Cooperation, Networking.

In the development of activities or actions under the agreement, and acting in a coordinated manner with the other stakeholders and observing time priorities established in the agreement, the **BIC** will organise a set of events in accordance with the following schedule:

	J	F	M	A	M	J	J	A	S	O	N	D
ENREDATES and DPE												
Finance/Investment Forum												
Internationalisation.												
Trends and Opportunities												
Marketing/Sales												
Internet/Social Networks												
Business models												
Cooperation, Networking.												

In the time slots allotted for each topic, **the BIC** will organise at least one session with the aim of highlighting the extent to which good management can add value in this area by improving business competitiveness.

The **BIC** will foster social recognition for the best innovative projects implemented and the best business careers, contributing to the organisation of regional recognition in the same areas.

▪ **Fostering Entrepreneurship. EMPRENDE+**

A fundamental aim of the Valencian Institute of Business Competitiveness is the promotion, establishment and execution of technical support, advice and training systems, aimed at the setting up, maintenance, modernisation and internationalisation of companies. The portal "[www.emprenemjunts.es](http://www.emprenemjunts.es)" contains resources and tools focusing on fostering and facilitating the business spirit and innovation, particularly between entrepreneurs who are at the initial stages of their business plan.

The priority aim in this area is that the "[www.emprenemjunts.es](http://www.emprenemjunts.es)", portal and its content should be known to innovative enterprises that are already established as well as to potential entrepreneurs, even young entrepreneurs, with the aim of supporting and fostering existing initiatives and reinforcing the entrepreneurial will of those with the necessary attitudes and initiative to set up new business activities.

Working in this direction, to foster the emergence of more and better innovative projects by fostering entrepreneurship in the economic field, becomes one of the cornerstones of actions to foster the setting up of innovative enterprises and helping to diversify the industrial base of the Community of Valencia toward higher value-added sectors.

Actions in this area should reach out to the whole of the **local area**, making the most of all the existing potential, although the activity is concentrated in areas where there is high population density and economic activity and therefore greater expected utilisation of resources used.

The **fostering action** is developed in **two areas**: the conventional **physical** through group sessions with collectives who have shown a previous willingness to consider the possibility of carrying out entrepreneurial activities and also, **online**, using the website to carry forward actions to strengthen the entrepreneurial spirit of stakeholders.

The **session content** may vary according to the target audience and the circumstances in the environment in which they are held that they are generally carried out within the framework of a previously established topic and organisational models that are common to all the BICs and organisations taking part in the Service of General Economic Interest for the Fostering of Entrepreneurship and Innovation.

Promotion activities will be developed within a framework ranging from motivation to trigger entrepreneurial initiative to implementation of business plans, albeit basic in nature and seen as experimental and as a first approach to business start-up.

Group actions will be carried out in the field of resources and applications that will be available on the Internet for the subjects to be fostered:

#### **MOTIVA E+ Entrepreneurial motivation**

Aim: To stimulate the attitudes and values of entrepreneurship and innovation in society. To stimulate local entrepreneurial skills.

The **BIC** will hold a minimum of 7 sessions and will seek to enter 42 forms into the database and carry out the Entrepreneurs' Test on 100 people.

#### **IDEA E+ Entrepreneurial Creativity**

Aim: To stimulate creative thinking and the generation of business ideas among entrepreneurs.

The **BIC** will hold a minimum of 7 sessions and will seek to enter 56 forms into the database and carry out the self-assessment tool on 42 people.

#### **TENDENCIAS E+ Entrepreneurial Opportunities**

Aim: To identify new trends and spending habits to allow businesses and entrepreneurs to generate new business opportunities.

The **BIC** will hold a minimum of 7 sessions and will seek to enter 42 forms into the database.

#### **PLAN E+ from an Idea to a Business**

Aim: To foster the setting up of local enterprises, making this process more accessible to society and emphasising the importance of developing a business plan.

The **BIC** will hold a minimum of 6 sessions and will seek to enter 28 forms into the database.

**All the Emprene + sessions** will be developed following the methodology and using downloadable resources available on the Internet.

The use of the platform, measured through the number of users, to participate in the various lines of work developed in the four thematic blocks will determine the outcome of work carried out locally.

All the Emprene + activities will feed databases and may attract awards from public or private sponsors.

### **Carrying out studies and the development and dissemination of tools**

#### **▪ Portal [emprenemjunts.es](http://emprenemjunts.es)**

The '[emprenemjunts.es](http://emprenemjunts.es)' portal was established to be the main interface with entrepreneurs and to provide support for resources needed to carry forward previous actions directly aimed at the setting up and growth of businesses, particularly businesses that innovate and diversify the economic community of Valencia.

Tasks performed in previous years have made it possible to add interesting content that prompts a significant volume of inputs and downloads. Throughout 2013, we must make a qualitative leap that facilitates deployment in terms of the participation and involvement of people who are already entrepreneurs as well as those who are still potential entrepreneurs

To this end, they have incorporated new content and resources that make the site a basic benchmark for the setting up and growth of innovative businesses in the Community of Valencia, but they also develop activities for the better utilisation of portal content and resources, always in the spirit of responding to the concerns of entrepreneurs:

#### **a) Creation of resources and content**

With this approach, the **BIC** will help by creating and providing the following resources:

- a) 1 Manual*
- b) 7 Capsules*
- c) 28 presentations*
- d) 6 Guides*
- e) 1 Simulator*
- f) 3 sector guides (Business Activities)*
- g) 70 Memofiles*
- h) 7 Files*
- i) 28 videos*
- j) 28 articles, and*
- k) 17 interviews*

**The characteristics and conditions of these resources are set out in point 3 of this Annex**

In addition, the BRIC will include relevant information on news, announcement, events and any topic that may be useful for entrepreneurs taking place in the vicinity.

#### **b) Actions enabling use of the portal**

To benefit from the materials accessible through the portal, a support service is required to provide the information necessary to facilitate the use of tools and resources available on the site, although the aim is to organise the portal content in such a way that the location and characteristics are self-explanatory, following Internet best practice.

Experience in previous years has, however, revealed a need to supplement the site with external support to provide confidence and security in the use of simulators and content loaded onto the portal.

#### **c) Group sessions with regular monthly information**

During the sessions, the would-be entrepreneurs using the site will learn about how the correct application of knowledge can help their plan and where they can find that knowledge in the various information sources at their fingertips, with special focus on resources included on the portal

#### **d) Focus on specific consultations**

##### ***- Support using on-line systems***

The basic model for responding to interested parties is consultation through the personal portal, with the Internet as an essential channel. An organised system of consultation will therefore be established in order to cater for requests for information on the needs of entrepreneurs and support opportunities through the use of resources uploaded to the portal.

##### ***- Face-to-face support***

Exceptional face-to-face sessions will be held to resolve specific queries on a short-term basis

### **2.3. Revitalisation of the entire institutional and business community to support public and private entrepreneurship.**

#### **▪ Bringing entrepreneurs and investors together**

The aim of benefiting from the growth potential of innovative companies, in particular those based on technology and specialised knowledge, often runs into difficulties in terms of putting together the necessary financial resources to make investments and carry out the actions needed to implement the plan.

In view of the complications that often blight the first steps of this type of enterprise, one good option is to provide permanent resources in the form of a stake in the capital of the developing enterprise.

Unlike other social settings where a great wealth of experience has been built up, there are as yet, however, hardly any cases of investor participation in innovative projects, or at least outside the circle of the entrepreneur's family and friends.

The economic climate in recent years has made it extremely difficult to obtain financial resources through conventional channels, namely banks and traditional financial institutions.

Experience shows that venture capital funds focus their actions on established companies and sideline the plans of companies at an earlier stage of their life cycles, whatever their potential and expectations for future growth. The reason for this approach is the proportionally high costs arising for such entities out of interventions with a reduced injection of capital.

Business angels could be a perfectly satisfactory solution to the current situation, providing capital in the early stages with the intention of making their investment profitable in later years.

Action is required to foster knowledge first – and then the participation of investors in the plans of innovative enterprises.

To this end, the following types of activity will be provided:

#### **4. School of investors**

The aim is to provide potential investors, who may or may not have been previously linked with economic activities, with the basic knowledge necessary to facilitate an exchange with entrepreneurs, taking down barriers of mistrust arising out of a lack of knowledge of investment processes in emerging businesses.

The sessions are planned to last a minimum of three hours, plus additional time to allow the investors to network with one another in order to foster the setting up of groups and strengthen willingness to engage in the plans of potential investors.

From the initial seminars and if demand is identified, sessions will be organised with specialist information to foster investment both by improving knowledge to evaluate projects or by providing information on specific sectors or groups.

The ultimate goal of what takes place in the school of investors goes beyond imparting knowledge, which is only a medium, instead seeking to awaken the interest of potential investors, helping them learn to evaluate ideas and plans and bring them closer to entrepreneurs by the means available to the BIC.

To this end, the **BIC** will hold at least two school of investors seminars in 2013; it will seek to involve 35 potential investors and have signed up at least 28 investors by the end of the year.

## **5. School of entrepreneurs**

Teaching entrepreneurs the skills necessary to present their projects is essential if they are to achieve the right results in their search for funding and the incorporation of permanent resources.

Lack of information in our economic community on the participation of business angels, beyond the investor's family and immediate surroundings, in the plans of business start-ups makes it necessary to improve the skills required to attract contributions by investors.

To this end, sessions will be organised with the aim of teaching entrepreneurs the techniques and skills to highlight the characteristics of their plans empowering them to provide appropriate information quickly and streamlining the early stages of negotiation for the entry of business angels.

As with the school of investors, the final aim is not confined to imparting knowledge. On the contrary, the aim is to enable entrepreneurs with good plans to persuade investors to provide resources quickly enough to take advantage of a window of opportunity that is often crucial to the success of the plan in the case of innovative projects.

Entrepreneurs will therefore be supported through the process of approaching investors to obtain the best results.

The **BIC** will hold at least two School of Entrepreneurs seminars in 2013, one during the first half of the year and the other in the second. These will be concerned with training entrepreneurs to present their plans, with the participation of at least 35 attendees, resulting in the submission of at least 21 plans to investors.

## **6. Finance and investment forums**

The finance and investment forums are an institutionalised meeting point between entrepreneurs and investors.

Organising a forum means complementing the normal plan presentation session with a complimentary topic on the funding of projects or other information relating to the central goal of an investment Forum, in other words to evaluate business plans and to gauge their growth expectations and the resources necessary to develop a Growth Plan.

The **BIC** will hold at least two finance and investment forums throughout the year. One during the first half of the year and the other in the second half.

Over and above these institutionalised sessions, however, the BIC must address this aim, attracting business angels into the plans of developing innovative companies as the core of its activity, developing appropriate institutionalised and non-institutionalised initiatives in order to maximise all possibility of facilitating the growth of enterprises, particularly those based on technology and specialist knowledge.

To this end, the **BIC** will seek to find funding of at least EUR 1.6 million distributed between at least nine innovative projects and the contribution of its own resources of at least EUR 0.6 million distributed among at least six innovative projects.

#### **2.4 Fostering and encouraging the setting up, consolidation and growth of enterprises.**

- **Club of Innovative Enterprises**

The promotion work is not confined to business creation. On the contrary, it must continue facilitating the adoption of appropriate management systems and appropriate strategies to seize consolidation and growth possibilities, maintaining and reinforcing the competitive advantages of the initial plan that must be developed in order to adapt to market characteristics.

To this end, we will foster the inclusion on the portal of innovative companies with the greatest growth potential and networking sessions will be organised where we will seek to foster the use of the best management methods and an exchange of criteria to identify avenues of cooperation with the aim of benefiting from potential synergies.

The aim is that companies with growth prospects should make their way in relation to their surroundings through the following progression:

##### **Registered companies and entities**

At this first stage, the aim is that companies and entities should register to receive general and specific information that may be of interest, with a minimum goal of 600 registered companies.

##### **Activated companies**

Contribution of more comprehensive information allows promotional action arising out of a company's presence on the portal as well as the contribution of information that is segmented based on particular interest and the pursuit of cooperative actions in order to benefit from possible synergies. The aim is to achieve a minimum of 140 activated companies.

##### **Participation in networking and cooperation sessions**



The aim of the Business Club goes beyond the supply and exchange of information. We intend that companies should take part in sessions organised for the pursuit of cooperative actions and emulation of best practices.

We will also hold structured or informal sessions such as working breakfasts and so on with the aim of covering issues of interest, organised according to the common interests of certain groups.

### **Participation in groups**

One good model for exploiting the potential of the resources on hand is for companies to take part in common interest groups as a way of facilitating the exchange of ideas and the possibility of capitalising on the efforts of the BIC technical staff in their support work.

The set aim is to achieve at least two groups.

### **Hiring of custom advisory services for innovation and growth**

The ultimate goal of actions focused on incorporating the best management techniques is to achieve the implementation of growth strategies. One of the fundamental competences of the BICs is to prepare and support the Growth Plans of companies with potential. Even though the hiring of services is not part of the SGEI, hiring is still a good reflection of results and a hiring indicator is set for this reason.

The aim is to achieve a minimum of 22 service contracting companies.

## **2.5 Provision of face-to-face and remote permanent support services Support for queries using**

### **on-line systems**

The portal [www.emprenemjunts.es](http://www.emprenemjunts.es) constitutes the primary means of providing information to entrepreneurs in terms of the available documentation and tools as well as the ability to provide basic advice by responding to queries that may arise through the various web channels.

The most normal system of information is that established through dialogue enabled by ICTs: a process will be developed for answering queries that may arise, progressing toward the setup of a 'frequently asked questions' system as the routine method of response when the number of cases has risen to a sufficient level.

Until the system is set up, the queries must be answered based on content and calling on the experience and dedication of BIC staff.

The aim is to answer at least 85 queries.

### **Answering queries in person**

Since the transition to the use of ICTs is a gradual process that cannot be introduced wholesale immediately, for a period of time queries will be handled both online and in person, with the aim of taking every opportunity to support the conversion of ideas into business ventures.

The support will be provided in the form of short interviews set up in order to explain the tools available on the portal [www.emprenemjunts.es](http://www.emprenemjunts.es) and point out the existence of documentation that will allow potential entrepreneurs to move toward implementing their ideas and define any steps to take their ventures forward.

The aim is to answer at least 140 queries.

### **3. DEFINITIONS OF RESOURCES AND CONTENT**

All resources must be reviewed by the Valencian Institute of Business Competitiveness

#### **a) Manuals**

A manual is understood to mean a document covering a topic of business interest drawn up with the intention of serving as a training support for BIC technicians, support entities and those interested in the topics discussed in general. The size must be between 25 and 40 pages. It is intended to help inform and guide and even diagnose the presence of problems and possible solutions.

#### **b) Capsules**

A capsule is defined as a document arising out of an in-depth examination of the theme of a presentation or a self-contained explanation of a topic of particular interest to entrepreneurs, with the aim of assessing its importance and potential for generating problems or providing competitive advantages to an entrepreneur who makes decisions and takes the appropriate actions.

The material to be included will consist of a PowerPoint document including about 12 slides that includes an explanation of the basic content of the slide in order to facilitate its knowledge and assimilation by listing the key points.

#### **c) Presentation**

A Presentation is a document that reflects information provided in a public session delivered on the premises of the BRIC or in another field, focusing on an evaluation of certain actions. The document must fulfil the twofold aim of acting as an aide memoir for assistants and encouraging those who may see the material and be interested in the topics discussed.

The material to be included will consist of a self-explanatory PowerPoint file made up of at least 15 slides.

#### **d) Guides**

A guide is a document containing information prepared to facilitate the use of tools and proper application of procedures or to be introduced in a particular field of knowledge and its application in the enterprise. It consists of a document between two and four pages long containing appropriate information. The attached information, e.g. list of sources, websites and so on may require another size or format, depending on requirements.

#### **e) Simulators (tools)**

A simulator is a computer application designed to anticipate the results of actions, detect problems arising out of resource constraints or make predictions about any aspect relating to business start-up or growth.

#### **f) Sector guides**

Publishing of new guides, review and updating of previous guides.

Sector guides are documents with a structure as described in the Resources/Business Guides section of the "emprenemjunts" website.

#### **g) Sector memofiles. Review and update**

A memo file is any of the documents that appear in the Resources/Memo files section of the "emprenemjunts" website (link [www.fichasceei.com](http://www.fichasceei.com))

#### **h) Files**

A file is a summary document, published at [www.emprenemjunts.es](http://www.emprenemjunts.es), containing essential information from a Sector Guide, guides published on the Internet and so on, prepared with the aim of providing the most relevant information with the aim of encouraging the reader to go on to read the full published guide, if applicable, or of arousing interest in the topic covered.

#### **i) Videos**

A video is any material in audio/video format uploaded by any member of the BIC staff or their colleagues to a section of any of the 'emprenemjunts' channels.

#### **j) Articles**

An article is any material included by BIC staff member or their colleagues on any of the 'emprenemjunts' channels in the Articles section (observing the rules established for this block)

#### **k) Interviews**

An interview is any material included by BIC staff member or their colleagues on any of the 'emprenemjunts' channels in the Interviews section (observing the rules established for this block)

## II. MANAGEMENT INDICATORS AND ANNUAL OBJECTIVES

A box is added with a summary of all indicators that appear throughout the Annex

GLOBAL INDICATORS 2013 BIC					
<b>1. SGEI FOR FOSTERING ENTREPRENEURSHIP AND INNOVATION</b>					
	<b>Activity units</b>		<b>People covered</b>		
		<b>Distance-learning</b>	<b>Face-to-face</b>		
	(Documents, sessions, projects)	Internet	Groups	Individual	
1.1. EMPRENEMJUNTS PORTAL					
1.1.1. CONTRIBUTIONS					
1.1.1.1. DOCUMENTS AND TOOLS					
1.1.1.1.1 Manuals	1				
1.1.1.1.2. Capsules	7				
1.1.1.1.3. Presentation	28				
1.1.1.1.4. Guides	6				
1.1.1.1.5 Simulators	1				
1.1.1.1.6. Sector and professional guides	3				
1.1.1.1.7. Sector memofiles	70				
1.1.1.1.8. Files	7				
1.1.1.1.9. Videos	28				
1.1.01/01/2010. Articles	28				
1.1.1.1.11. Interviews	17				
1.1.01/01/2012. News, announcements, events	210				

1.1.1.2. CHANNELS				
1.1.1.2.1. Consolidation of 2 <sup>nd</sup> channel	140			
1.1.2. USE				
1.1.2.1. USERS				
1.1.2.1.1. Visitors		100000		
1.1.2.1.2. Hits	350000			
1.1.2.1.3. Downloads	21000			
1.1.2.1.4. Registered		2800		
1.1.2.1.5. Activated		300		
1.1.2.2. SOCIAL NETWORKS				
1.1.2.2.1. Followers		2100		
1.1.2.3. PARTICIPATION				
1.1.2.3.1. Queries	85			
1.2. ACTIVITIES				
1.2.1. COMPANIES				
1.2.1.1. GUIDANCE INFORMATION				
1.2.1.1.1. Group and individual sessions	14		280	140
1.2.1.2. ACTIVITIES				
1.2.1.2.1. Agenda	18		900	
1.2.1.3. ENREDAT's and DPECV				
1.2.1.3.1. Sessions and Participants	1		2800	
1.2.1.4. AWARDS				
1.2.1.4.1. Nominations	84			
1.2.2. EMPRENDE+				
1.2.2.0.1. Groups in EMPRENDE +	3		50	
1.2.2.1. MOTIVA E+				
1.2.2.1.1. Sessions	7			
1.2.2.1.2. Nominations	1			
1.2.2.1.3. Participation in databases		42		
1.2.2.1.4. On-line courses		21		
1.2.2.1.5. Use of Entrepreneur's Test		100		
1.2.2.2. IDEAS E+				
1.2.2.2.1. Sessions	7			
1.2.2.2.2. Nominations	1			
1.2.2.2.3. Participation in databases		56		
1.2.2.2.4. On-line courses		42		
1.2.2.2.5. Use of self-assessment tool		42		
1.2.2.3. E+ TRENDS				

1.2.2.3.1. Sessions	7				
1.2.2.3.2. Nominations	1				
1.2.2.3.3. Participation in databases		42			
1.2.2.3.4. On-line courses		28			
1.2.2.4. E+ PLAN					
1.2.2.4.1. Sessions	6				
1.2.2.4.2. Nominations	1				
1.2.2.4.3. Participation in databases		28			
1.2.2.4.4. On-line courses		14			
1.2.3. TERRITORY					
1.2.3.0.1. Conventions	2				
1.2.3.0.1. Sessions	14				
1.2.3.0.1. Participants			210		
1.2.4. ACTIVITY PLANNING					
1.2.4.0.1. Monthly planning	9				
1.2.4.0.2. Quarterly planning	3				
1.3. BUSINESS COMMUNITY/CLUB					
1.3.0.0.1. Registered companies and entities	600				
1.3.0.0.2. Activated companies	140				
1.3.0.0.3. Companies taking part in activities	100				
1.3.0.0.4. Business groups	2		140		
1.4. BUSINESS GROWTH					
1.4.1. BUSINESS ANGELS					
1.0.1. School of investors	2		35		
1.0.2. Registered investors		28			
2. ENTREPRENEURS					
2.0.1 School of entrepreneurs	2		35		
2.0.2 Registered entrepreneurs		21			
3. INVESTMENT FORUMS					
3.0.1. Forums	2		100		
3.0.2. Plans submitted	12				
4. RESULTS OBTAINED					
4.1. FINANCE					
4.1.1. Volume in EUR	1600000				
4.1.2. Number of projects	9				
4.2. OWN RESOURCES					
4.2.1. Volume in EUR	600000				

4.2.2. Number of projects	6				
<b>2. SERVICES (PERSONALISED ADVICE AND RENTAL OF</b>					
<b>BUSINESS INCUBATOR PREMISES TO ENTREPRENEURS</b>					
<b>AND NEWLY SET-UP INNOVATIVE SMES)</b>					
2.1. PERSONALISED ADVISORY SERVICES					
2.1.1. INTEREST IN SERVICE					
2.1.1.0.1. Services carried out	22				
2.1.1.0.2. Value of services provided	4				
2.1.2. GROWTH PLANS					
2.1.2.0.1. Growth plans drawn up and submitted to investors	7				
2.1.2.0.2. Growth plans drawn up and successfully submitted	5				
2.1.3. CUSTOMER EFFORT IN UPTAKE OF CONVENTION SERVICES					
2.1.3.0.1. Customer effort in billed services	28.00				
2.2. RENTAL OF BUSINESS INCUBATOR PREMISES					
2.2.1. USE OF BUSINESS CENTRE					
2.2.1.0.1. Incubator users	21				
2.2.1.0.2. Use of space (modules) available in the Incubator	60.00				
2.2.1.0.3. Company turnover	20.00				
2.2.1.0.4. Average revenue obtained from customers housed on available area (EUR/metre).	40.00				
2.2.2. CUSTOMER EFFORT IN PREMISES RENTAL SERVICES					
2.2.2.0.2. Customer effort in renting incubator modules	50.00				
<b>3. GENERAL</b>					
3.1. SOURCES OF FUNDING					



3.1.0.0.1. Contribution of SGEI resources. (In 2013, the indicator is merely informative and complementary to 3.1.0.0.4.)	1				
3.1.0.0.2. Contribution of resources obtained with the support of the convention in service activities or rental of incubator premises. (In 2013, the indicator is merely informative and complementary to 3.1.0.0.4.)	1				
3.1.0.0.3. Contribution of resources obtained through or with the support of other government programmes (Valencian Institute of Business Competitiveness or Others). (In 2013, the indicator is merely informative and complementary to 3.1.0.0.4.)	1				
3.1.0.0.4. Contribution of resources obtained by non-subsidised procurement. The result of block 3.1 is measured by the achievements of this section.	12				
<b>3.2. CONTRIBUTION TO THE GENERAL OBJECTIVES OF IVACE</b>					
3.2.1. BUSINESS PLANS PREPARED					
3.2.1.1. BUSINESS PLANS BILLED					
3.2.1.1.1. Business Plans commissioned and billed (subsidised and non-subsidised)	20				
3.2.1.1.2. Business Plans commissioned and billed (subsidised and non-subsidised) that are sponsored by women	7				
3.2.1.1.3. Business Plans commissioned, billed and subsidised	16				
3.2.1.1.4. Business Plans commissioned, billed and subsidised that are sponsored by women	6				
3.3.1.2. BUSINESS PLANS SUPPORTED WITHOUT BILLING					
3.3.1.2.1. Through the PEOL or other tools and methodologies	28				
3.3.1.2.2. Through the PEOL or other tools and methodologies, whose sponsors are women	7				
3.2.2. BUSINESS START-UP					
3.2.2.0.1. Businesses started up (a specific complementary indicator is established for those set up by women)	28				
3.2.2.0.2. Businesses started up by women	7				
3.2.3. JOB CREATION					
3.2.3.0.1. Jobs created (a specific complementary indicator is established for female employment)	42				
3.2.3.0.2. Female employment generated	7				
3.2.4. INWARD INVESTMENT					
3.2.4.0.1. Inward investment in supported projects	900000				
3.2.5. OBJECTIVES DERIVED FROM SOURCE OF RESOURCES (FEDER)					

3.2.5.0.1. Projects with a direct influence on improving the environment	1				
3.2.5.0.2. Projects with a direct influence on the integration of disadvantaged groups	1				
3.2.5.0.3. Projects that promote equality between men and women	1				
3.2.6. MEDIA PRESENCE					
3.2.6.0.1. Appearances of BIC actions in the media.	210				

Compensation for services of general economic interest was implemented through outright grants and the grant calculation method was based on cost allocation. Below we describe these parameters and methods for avoiding and recovering any excess compensation:

#### **a) Compensation calculation parameters**

Under Article 5 of the Commission Decision of 20 December 2011, the amount of compensation must not exceed what is necessary to cover the net cost of compliance with public service obligations for the Promotion of Entrepreneurship and Innovation.

The net cost must be calculated as the difference between costs incurred by the BIC for the provision of SGEI for the promotion of entrepreneurship and innovation and revenue obtained by the entity for providing SGEI Fostering Entrepreneurship and Innovation as well as for performing other activities (Article 5(4) of the Decision).

In this context, please note the following points:

##### **Costs:**

- All the costs (direct and indirect) that a well-run medium-sized enterprise would incur to provide a similar service on the market will be calculated.
- Given the origin of the funds, we will not calculate the reasonable profit that the entity could obtain for providing this service.

##### **Income:**

- We will calculate all income (regardless of whether the income is considered as state aid under Article 107 of the Treaty on the Functioning of the European Union) obtained by the entity for providing SGEI fostering Entrepreneurship and Innovation.
- In the same way, the following will be calculated fully or partly as income, irrespective of their classification for the purposes of Article 107 of the Treaty on the Functioning of the European Union.
  - a. Special or exclusive rights held by the entity that are linked with activities other than the provision of SGEI Fostering Entrepreneurship and Innovation, provided these will generate benefits that exceed a reasonable rate of return (as defined in Article 5(5) of the Commission Decision of 20 December 2011).

- b. Other advantages granted by means of public funds linked to activities other than the provision of SGEI Fostering Entrepreneurship and Innovation.

<p><b>Compensation</b> = Net cost</p> <p><b>Net cost</b> = SGEI Cost - Entity Revenue</p> <p><b>SIEG cost</b> = Costs that the entity incurs for providing SGEI Fostering Entrepreneurship and Innovation.</p> <p><b>Revenue of entity</b> = revenue (regardless of its classification for the purposes of Article 107 of the Treaty on the Functioning of the European Union) obtained by the entity for providing SGEI Fostering Entrepreneurship and Innovation as well as carrying out other activities.</p>
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#### b) Control of any overcompensation and its reinstatement

Control, monitoring and review, if any, of the compensation provided to Centres to make up for costs incurred in performing services of general interest shall be carried out annually as follows:

- Centres are required to keep records of costs so that the costs actually incurred can be allocated to the services provided under the Conventions.
- Each of the BICs must submit a plan for the next quarter before the 15<sup>th</sup> day of the final month of the previous quarter, indicating the most significant actions, particularly those requiring a public notice. Similarly, a detailed schedule for the following month must be submitted before the last working day prior to the 25<sup>th</sup> of each month. The IVACE will validate the quarterly and monthly schedules where appropriate.
- Once yearly, a Committee will be set up made up of representatives from IVACE and each BIC, which will ensure compliance with and the appropriateness of the legal, EU, national and regional conditions applicable to this type of public service compensation. Specifically, during the Committee meeting, each Centre must report on the level of implementation of the SGEI and contribute a report accounting for the progress of the last two quarterly service plans.

- Lastly, in January of the following year, each Centre must submit a supporting account backed by a report drawn up by an auditor registered with the ROAC [Spanish official register of auditors], which provides a detailed list of revenue and expenditure corresponding to the SGEIs and the other measures envisaged in the Convention.

- In the event that the Centre cannot provide evidence of expenditure equivalent to the amount of the contribution provided by the IVACE or obtains other finance, revenue or financial advantages of any concurrent type, attributable to services of general economic interest, the Centre will have its contribution reduced by the corresponding amount in order not to give rise to overcompensation and in the event that compensation has already been advanced, it must pay back the surplus in the manner laid down for this eventuality in the Conventions.