



**Organisation for Economic Co-operation and
Development**



**Local Economic and Employment Development
Programme**

“ENTREPRENEURSHIP AND SME DEVELOPMENT”

**A capacity building seminar
for policy-makers and practitioners**

The OECD LEED Trento Centre for Local Development

**13 – 18 December 2004
Trento, Italy**

Draft Programme



1. Background: Productive entrepreneurship is crucial to local economic growth, employment creation and innovation. Entrepreneurial activity creates jobs, drives efficient resource use and accelerates the process of generating, diffusing and applying innovative ideas and concepts.

The LEED Programme approach focuses on fostering entrepreneurship at the local level, as best practices over the past 20 years have shown the increasing importance of mobilising local talents and resources rather than relying exclusively on inward investment and financial support from central governments. The effectiveness of such local policies is recognised by the increased emphasis that labour market policies place on active measures supporting job creation and SME development at the local level.

Local and regional authorities employ a range of measures to encourage enterprise creation and development. They include business networks, business incubators, micro-credit schemes, business advisory and extension services and cluster development programmes. Promoting entrepreneurship, however, is not a development panacea. It should be part of an array of programmes and policies of a comprehensive local development strategy.

2. Target Countries: Albania, Bosnia and Herzegovina, Bulgaria, Croatia, Czech Republic, former Yugoslav Republic of Macedonia, Hungary, Latvia, Lithuania, Poland, Romania, Serbia and Montenegro, Slovenia, Slovak Republic and Ukraine.

3. Participants' Profile: Two participants will be selected in each country. Participants from each country will represent both the national policymaking community and innovative entrepreneurship and SME organisations working at the local level. This will ensure a dialogue between national and sub-national stakeholders in the entrepreneurship field. The target group for such a programme will include:

- National, regional and local governments.
- Business forums, e.g. chambers of commerce, trade federations.
- The education and training sector.
- Local and regional development agencies.

4. Seminar Contents: The seminar will be structured around the following themes:

- The rationale for policy intervention.
- The typology of instruments available and the problems they address.
- Selected instruments of particular importance to target countries :
 - a. addressing the SME finance gap.
 - b. Influencing entrepreneurship spirit and skills.
 - c. Promoting SME innovation.
 - d. Strengthening local enterprise clusters.
 - e. Promoting SME internationalisation.
- Creating comprehensive and integrated entrepreneurship strategy.

5. Seminar Objectives: The Seminar will have the following objectives:



- to identify the rationale for entrepreneurship policy interventions in correcting market failures and other barriers to local economic development;
- to provide an overview of the broad range of policy instruments that can be used to achieve public policy objectives in the field of entrepreneurship promotion at local level;
- to study in detail a selection of the most important instruments for transition economies;
- to consider how to integrate entrepreneurship policy instruments into comprehensive local development strategies.

6. Methodology: The training programme will be based on a mix of short presentations by invited trainers and OECD staff followed by discussion, group work around case studies developed by participants prior to the seminar, discussion of case studies developed by trainers prior to the seminar, study visits to view instruments used in the Province of Trento and group work exercises.

A draft agenda is presented below. It is envisaged that there will be four sessions per day: two in the morning and two in the afternoon with coffee breaks or lunch breaks between each session. On Wednesday-Thursday the participants will split into two groups, with participants asked to select which issues they would prefer to follow. There can be a maximum of 20 people in any group and places will be filled in order of registration so it is recommended to make your preferences known as early as possible.

7. Working Language: The working language of the seminar will be English.

8. Cost of Participation: The following costs of participation are covered by the LEED Programme:

- Tuition and training materials.
- Accommodation and meals in the training premises.
- Study visits to relevant organisations in the Autonomous Province of Trento.

The LEED Programme can not cover costs of travel between the participant's home country and Trento, or medical care and insurance during the stay in Italy.

A limited number of full grants for travel costs are available. These grants will be awarded based on an assessment of applicant's case study, motivation letter and curriculum vitae.

9. Applications: **For Practitioners/Local initiatives** selection will be competitive, based on their application. This should include:

- a duly completed *Case Study Form*
- a letter of motivation
- curriculum vitae.

Applications should be sent by email to Alessandra.Proto@oecd.org or by fax (+39.0461.277650) no later than **25 September 2004**.

Applicants will be notified within the following two weeks.



For National Policymakers, these will be nominated by the competent Ministry/Government Agency by **3 September 2004**.

Nominees should then send their curriculum vitae, and the duly completed *Case Study Form* to Alessandra.Proto@oecd.org or by fax (+39.0461.277650) no later than **25 September 2004**.

10. Contact Details: For further information, please contact:

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PLENARY		
Timing	Content	Mode/ materials
9.30-11.00	<p>INTRODUCTION, POLICY RATIONALE AND TYPOLOGY</p> <p>Presentation of participants: -Name, organisation, main challenge in improving entrepreneurship support. Outline of the training week. Expected outcomes for participants: -What hoped to take back for their work. -Key issues would like to see tackled.</p>	Introduction LEED and Local Development
11.00-11.30	COFFEE BREAK	
11.30-13.00	<p>The rationale for local entrepreneurship policies <u>10 minute debate:</u> -Do you set out your policy objectives? -What rationale are they based on? <u>40 minute lecture:</u> -How policy can complement the market. -How policy is expected to work. <u>40 minute debate:</u> -Questions and answers. -Discussion aided by 5-10 pre-prepared questions to participants.</p>	Lecture and debate Power point and paper
13.00-14.00	LUNCH	
GROUP TWO		
14.00-15.30	<p>GROUP ONE</p> <p>Content The typology of local entrepreneurship instruments. Their uses, strengths and weaknesses and case study examples</p>	<p>Mode/ materials Group work Notes from debate.</p> <p>Content The typology of local entrepreneurship instruments. Their uses, strengths and weaknesses and case study examples.</p>
15.30-16.00	COFFEE BREAK	
16.00-16.50	<p>Participant examples of how the instruments have been used and the problems encountered.</p>	<p>Group work/ Notes from debate</p> <p>Participant examples of how the instruments have been used and the problems encountered.</p>
PLENARY		
17.00-18.00	Participant report back on typology and conclusions of their group	<p>Group work Notes from debate</p> <p>Group work Notes from debate.</p>



PLENARY		
Timing	Content	Mode/ materials
9.30-11.00	<p>FINANCING ENTREPRENEURSHIP</p> <p><u>40 minute lecture:</u> The issue, key instruments and delivery -Nature of the finance gap -Instruments that help: venture capital, business angels, mutual guarantee schemes, loan guarantees -Delivery methods: integrated finance, finance escalator, regional investor-business exchanges</p> <p><u>50 minute debate:</u> -Questions and answers. -Discussion aided by 5-10 pre-prepared questions to participants.</p>	Lecture and debate Power point and paper
11.00-11.30	COFFEE BREAK	
GROUP ONE		
Timing	Content	Mode/ materials
11.30-13.00	Work on OECD and participant case studies	Group work/ Case studies
GROUP TWO		
Timing	Content	Mode/ materials
11.30-13.00	Work on OECD and participant case studies	Group work/ Case studies
13.00-14.00	LUNCH	
PLENARY		
Timing	Content	Mode/ materials
14.30-16.00	<p><u>40 minute lecture from a mutual guarantee scheme:</u> - How was it set up - How does it work</p> <p><u>50 minute debate:</u> - Questions and answers. - Discussion aided by 5-10 pre-prepared questions to participants.</p>	Visit, lecture and debate Power point
16.30-18.00	Discussion of key lessons for transition economies Arrive at 10 messages from the day	<p>Study visit to a Mutual Guarantee Scheme Association</p> <p>Group work based on notes from debate</p>



GROUP ONE		GROUP TWO	
Timing	Content	Mode/ materials	Content
Wednesday 15/12/'04			
9.30- 11.00	<p>ENTREPRENEURSHIP SPIRIT & SKILLS</p> <p>The issue, key instruments and delivery <i>40 minute lecture</i></p> <p>-Problem of negative cultures</p> <p>-Instruments available include: press campaigns, role models, marketing, entrepreneurship skills in schools, colleges, universities, business games</p> <p><i>50 minute debate:</i></p> <p>-Questions and answers.</p> <p>-Discussion</p>	Lecture and debate/ Power point and paper	<p>PROMOTING SME INNOVATION</p> <p>Work on participant and OECD case studies</p> <p>Group work Case studies</p>
11.00-11.30	COFFEE BREAK		
11.30- 13.00	Work on OECD and participant case studies	Group work Case studies	<p>The issue, key instruments and delivery. <i>40 minute lecture</i></p> <p>-Barriers to innovation in SMEs</p> <p>-Lack of links in the local innovation system</p> <p>-Instruments</p> <p><i>50 minute debate:</i></p> <p>-Questions and answers.</p> <p>-Discussion</p>
13.00-14.00	LUNCH		
14.45- 16.00	<p>Visit to a secondary school or university providing entrepreneurship training</p> <p><i>40 minute lecture from a manager:</i></p> <p>-Objectives, Activities, Outcomes, Challenges</p> <p><i>40 minute debate:</i></p> <p>-Questions and answers.</p> <p>-Discussion</p>	<p>Lecture and debate</p> <p>Study visit to Trento School of Management</p>	<p>Visit to the Trentino LDA</p> <p><i>-40 minute lecture</i> and questions and answers on the local innovation strategy</p> <p>Visit to the Trentino incubator</p> <p><i>-40 minutes for visit</i> of premises and discussions with some tenants on how the incubator has helped them or could help further.</p>
16.00-16.30	COFFEE BREAK		
16.30- 18.00	Discussion of key lessons for transition economies Arrive at 10 messages from the day	Group work	<p>Lecture and debate</p> <p>Study visit to Rovereto business incubator and Local Development Agency (BIC)</p> <p>Group work</p>



GROUP ONE		GROUP TWO	
Timing	Content	Mode/ materials	Content
Thursday 16/12/04			
9.30-11.00	<p>STRENGTHENING LOCAL CLUSTERS</p> <p>The issue, key instruments and delivery</p> <p><u>40 minute lecture on:</u></p> <ul style="list-style-type: none"> - What makes a cluster dynamic? - How can policy intervene? <p><u>50 minute debate:</u></p> <ul style="list-style-type: none"> - Questions and answers. - Discussion aided by 5-10 pre-prepared questions to participants. 	Lecture and debate Power point and paper	<p>SME INTERNATIONALISATION</p> <p>The issue, key instruments and delivery</p> <p><u>40 minute lecture on:</u></p> <ul style="list-style-type: none"> - What are the barriers to SME exporting? - What instruments are available: Finding partners, participation in trade fairs, information and advice, managing growth etc. - How should the instruments be delivered? <p><u>50 minute debate:</u></p> <ul style="list-style-type: none"> - Questions and answers. - Discussion aided by 5-10 pre-prepared questions to participants.
11.00-11.30	COFFEE BREAK		
11.30-13.00	Work on OECD and participant case studies	Group work/ Case studies	Work on participant and OECD case studies
13.00-14.00	LUNCH		
14.00/30-15.30	<p>-30 minute lecture by representative of a industrial district.</p> <p>-15 minutes questions and answers.</p> <p>-30 minute lecture by a representative of another industrial district.</p> <p>-15 minutes questions and answers.</p>	Lecture and debate Documents on the cluster policies	<p>-Lecture from SPRINT on their internationalisation activities.</p> <p>-Questions and answers.</p>
15.30-16.00	COFFEE BREAK		
16.00-17.30	Discussion of key lessons for transition economies Arrive at 10 messages from the day	Group work Notes from debate	<p>Discussion of key lessons for transition economies Arrive at 10 messages from the day</p> <p style="text-align: center;">COFFEE BREAK</p> <p>Lecture and debate Documents on SPRINT activities</p> <p>Study visit to SPRINT (Trento Agency for Internationalisation)</p>



PLENARY		
Friday 17/12/'04	Content	Mode/ materials
9.30-11.00	<p>CONCLUSIONS</p> <p>Participant report back to the plenary audience on the main messages from their group on Wednesday-Thursday.</p> <p>-Two participants designated from each group to report back on that group.</p> <p>-4 report backs, each lasting 20 minutes</p>	Notes from report backs
11.00-11.30	COFFEE BREAK	
11.30-13.00	<p>Creating comprehensive entrepreneurship strategies</p> <p><i>40 minute lecture on the Scottish Entrepreneurship Strategy</i></p> <p>-The components of the strategy (changing attitudes, starting businesses, growing businesses).</p> <p>-The role in competitiveness and social inclusion</p> <p><i>50 minute debate:</i></p> <p>-Questions and answers.</p> <p>Discussion aided by 5-10 pre-prepared questions to participants.</p>	Lecture and debate/ Power point and documentation
13.00-14.00	LUNCH	
14.00-15.30	<p>Report-back on how participants will use the messages of the week in their own work.</p> <p>Facilitator manages session from template forms that participants will be asked to update throughout the week.</p> <p>Discussion on:</p> <ul style="list-style-type: none"> -What participants said they will achieve -What obstacles does the group see to achieving these objectives -What can participants do to help overcome these objectives -Is there anything else that could be integrated into the work of the participants 	Group work on copies of participant template forms.
15.30-16.00	COFFEE BREAK	
16.00-17.30	<p>Discussion of strategy for further dissemination of messages and materials</p> <p>-How participants are going to disseminate training messages and materials further: within their organisation, with partner organisations, with others.</p>	Group work based on notes from debate

DEPARTURE OF PARTICIPANTS		
Saturday 18/12/'04		