

SECOND PROGRAM FOR THE PROMOTION OF ENTREPRENEURIAL CULTURE

2009-2012

FINAL VERSION



Programa de Fomento
CULTURA
EMPREDEDORA



GOBIERNO DEL
PRINCIPADO DE ASTURIAS
CONSEJERÍA DE INDUSTRIA Y EMPLEO

ACEBA
2008-2011

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1 INTRODUCTION

Businesses are the bedrock from which dynamism, income generation and wealth are created in modern economies. Empirical Studies show that **the different levels of productivity found within a given area –cities, regions or countries- can be explained by the capacity for business development within them.** The most dynamic areas, those having higher rates of productivity and capacity to generate incomes for their citizens, tend to be characterized by hosting companies that use knowledge as their main raw material. **These companies are involved in the culture of innovation, which implies the creation of more and better goods and services.** These territories are home to dynamic firms that compete on a regular basis in various markets. Firms which know how to analyze and take advantage of their internal resources to make them different to other companies. Ones which give great importance to quality and a continuous connection with the customer. Those using global surveillance technology and who cooperate with a national and international network of customers, suppliers and centers of knowledge who are open to change and risk.

For these reasons, the creation and consolidation of business forms part of major strategic economic policy throughout the world. There is broad consensus on the importance of measures to promote entrepreneurship as a key building block in any development strategy for an economy. Asturias is no exception to this. **The promotion of entrepreneurial culture as a boost strategy for the renovation and diversification of the economy has become a key issue in regional policy which has been well understood by its main stakeholders.** The result of this consensus is the inclusion of measures to promote entrepreneurial culture in the last two cooperation agreements signed in this decade, considering it to be the key to obtaining balanced, plural social and economic development..

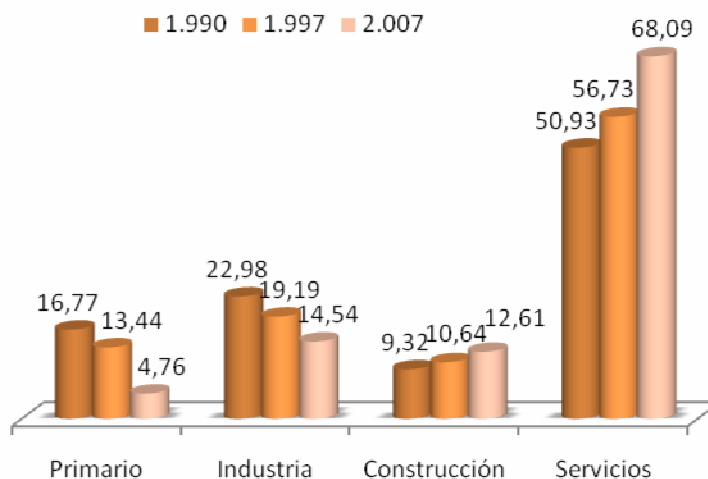
The social and economic change that the region has experienced in recent years has demanded a change in mentality and the need to reconsider productive systems and their dependencies. It has highlighted the fundamental role played by small and medium companies as the backbone of the Asturian economy. It promotes modernization, training the workforce and a drive for quality and sustainability. It opens up new markets and leads to innovation, etc.. After the hard years of industrial decline in Asturias, which saw unemployment increase significantly and a substantial reduction in production in the traditional sectors of activity, the turn of the century has marked a turning point and the beginning of recovery, moving gradually towards a more productive economy.

Economic Indicators have been positive in recent years, impulsed by Spain and Europe's economic boom. Job creation grew continually between 2000 and 2007. The GDP's average annual growth rate reached 2.9%.

The reorganization of the productive sectors is one of the traits that have most significantly characterized the Asturian economy since the beginning of the '90s, marked by the collapse of

agriculture and industry, and the transfer of part of these assets to the construction and services sector.

ILLUSTRATION 1: EVOLUTION OF THE SECTORIAL DISTRIBUTION OF EMPLOYMENT IN ASTURIAS 1990-2007(%)

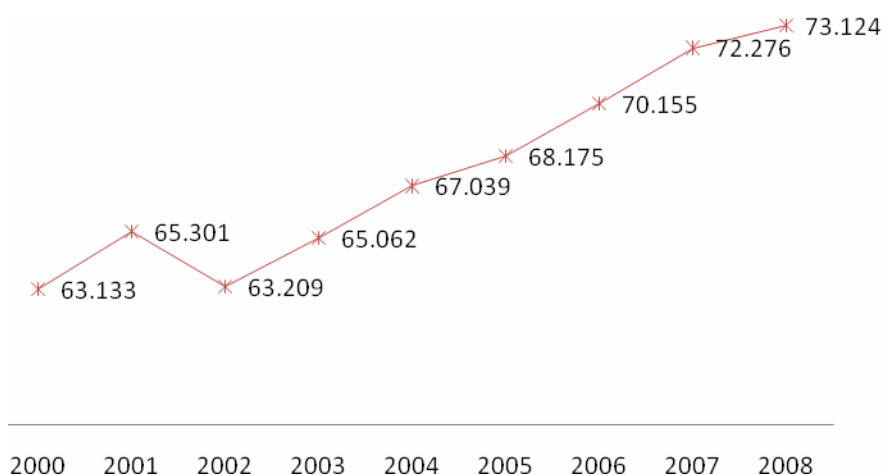


Source: in-house compilation

Despite its declining importance, the industrial sector is still greater in importance here than in the rest of Spain and the European Union. Moreover, the increase of almost 4 points in the building industry attests to its importance over the last decade. It also explains the strong negative impulse a decline in this industry will suppose.

With regards to business creation, data from recent years has, on the whole, been positive. In the period 2000-2008, there was a growth of 15.8%

ILLUSTRATION 2: GROWTH Nº COMPANIES IN ASTURIAS



Source: in-house compilation from DIRCE data

The part played by SMEs in the regional economy over the last 10 years is unquestionable. In 2008, 94.97% of Asturian companies had fewer than ten workers, surpassing even the Spanish

average, which stood at 94.07%. These figures illustrate the importance of micro businesses in Asturias.

This dynamism can not be considered a coincidence, but the result of a regional economic policy that has strongly backed the promotion of small and medium companies. It shows awareness that the business model was changing not only in Asturias but also in the international community: a new economic model that affects the size of businesses and also related sectors.

This is a postindustrial society determined by the continuous integration of markets, development of ICT, the cheapening of production processes. It includes an increase in consumer society, where services have come to the forefront in terms of type, diversity and growth. Knowledge is the intangible asset that provides added value to a project, company or country. There has been a change in the sectoral structure in which service activities have a clear dominance-79.41% of Asturian business.

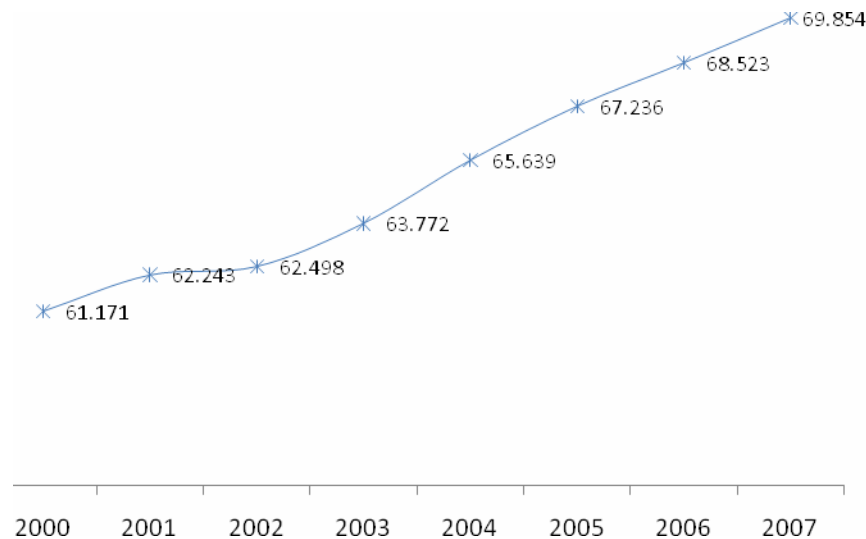
The service sector is also largely sustained by micro- businesses, which imply less investment than other activities such as industry or construction. At the same time, it is one of the defining characteristics of the so-called "economy of ideas."

An entrepreneur is someone fundamentally innovative in the ways they approach a problem or a social need and someone who is prepared to take risks when solutions are needed. This is something that any society needs in order to transform itself and move forward - in times of crisis this is essential. At present, two types of entrepreneurs stand out: those who can identify opportunities in a convulsive global economic situation and undertake a Project, and those who through necessity and with entrepreneurial qualities, consider self-employment as an alternative in their working lives. In both cases, the support provided for set up and for the future consolidation of the idea is crucial. However, for some access to finance may be more important in innovative and high risk projects, and for others, continuous support through the conceptual definition of the project, feasibility study or the definition of personal abilities and skills.

The Asturian government's commitment to supporting entrepreneurs has been expressed in recent years by the implementation of various instruments, programs, and grants to aid them in the complex task of defining, designing and creating their own businesses. This continues through to later stages of growth and expansion in these businesses. Through various organizations, these grants are considered from a comprehensive perspective, with measures ranging from child education to the consolidation of business projects. These are complemented by contributions provided by public venture capital companies, guarantees and endorsements.

But how effective have these measures been? What has evolution of self-employment been the in Asturias over the last few years?

ILLUSTRATION 3: EVOLUTION PERSONS AFFILIATED TO "RETA" SPECIAL SELF-EMPLOYMENT SCHEME IN ASTURIAS



Source: in-house compilation from Social Security data Nº members (annual average)

Taking the data complied from the Social Security service on the number of Special Self-Employment Scheme members since 2000 into account; the indicator shows an upward trend. However, the 2008 data does not appear to be as positive in that self-employment has suffered a decline from 83,603 members in January 2008 to 82,2698 in December of the same year. It is important to note, however, that from 2008 onwards, the data also includes self-employed persons in the Special Agricultural Scheme, so the decrease in the total may be due to a decrease in these, not the self-employed in general.

In light of these facts, efforts to consolidate support for the self-employed should continue, especially given the current international economic climate. In these times, entrepreneurial support should stress:

- the definition of new ideas, exploration of potential sources of employment, the detection of recent or recovered needs in the population and businesses
- training, both among the employed and the growing number of unemployed.
- financial support to people wanting to start their own business, those who have already started and find themselves stifled by delays in cash collection and lack of bank credit.

In this sense, unlike other regions and autonomous communities, **evaluating the first program for the Promotion of Business Culture has shown a number of strengths in the regional public structure which in these times of recession can prove to be strategic:**

The difficult economic journey that Asturias has endured in recent years has focused considerable efforts, ideas and resources aimed at designing and generating new economic and productive alternatives, giving the region a comprehensive network of agencies specialized in supporting the development of entrepreneurship, employment, search for financing, cooperation, etc.

- Moreover, the three instruments for Social Dialogue: the Institute of Employment Agreement 2000-2003, the Agreement for Economic Development, Competitiveness and Employment 2004-2007, and the Agreement for Competitiveness, Employment and Welfare in Asturias 2008-2012, have emerged as **a clear example of understanding between government, employers, worker representatives and workers which has managed to generate a climate of support and stability. This is very important** for the birth, growth and consolidation of new business initiatives.
- Regarding support to the entrepreneurial culture in Asturias, tried and tested know how exists both within and outside the region. All this methodological background, created and improved through the efforts of various players, is very useful and should be used and spread appropriately.

In addition to the measures coordinated from the Ministry of Industry and Employment, there exist other departments and regional government councils that regulate significant support issues, training, infrastructure, or industrial space, which together provides the best support for asturian entrepreneurial culture. It is also necessary to highlight the role of local government and more representative business organizations.

2 CONTEXT OF THE PROGRAM

From the Agreement for Competitiveness, Employment and Welfare in Asturias 2008-2011, as well as the conclusions and recommendations from the Program for the Promotion of Entrepreneurial Culture 2005-2008, this second program is defined under the premise of continuing the activities initiated in the 2005-2008 Plan.

In point 5: Promote and support entrepreneurs, set out in Chapter II (Economic Development), the ACEBA sets the improvement of business in Asturias as its main goal, defining a series of lines of action to achieve this objective, aimed as much at entrepreneurs and the rest of Asturian society.

These lines of action fall into 3 main strategic core points:

- ↳ **Promote Business Culture**
- ↳ **Program to promote and consolidate self-employment**
- ↳ **Plan for promotion and communication of Business Culture**

From this standpoint, in the new Plan for the Promotion of Business Culture (hereinafter provisionally PFCE II), the ACEBA makes reference in point 5 to an important matter to be taken into account when formulating lines of action. This is along with other measures included in the Agreement related to Economic Promotion-Actions of Business support, Society and Knowledge- based Economy, Information Society or Employment and Training, that without being directly linked to supporting entrepreneurs, does complement and enrich it.

It is important to point out that there is a one year overlap between the first PPEC, outlined in the ADECE (but effective 2005-2008) and the ACEBA of 2008-2011. This means that some of the actions to promote Entrepreneurial culture were already up and running. This specifically refers to the Program for Development and Consolidation of Self-Employment in Asturias, already drafted, which unites all existing measures aimed at the self-employed in a consistent and integral way. It also includes new measures from the ACEBA.

Another element to consider as a priority for the development of II Program for the Promotion of Entrepreneurial Culture will be the evaluation of the first program 2005-08. The effective practices collected and the suggestions and contributions of persons involved, those best able to comment, are a vital reference in order to improve the efficiency of the second.

2.1 The need for a II Program for the Promotion of Entrepreneurial Culture

The profound changes in the regional productive fabric since the change began in the 80s made the Government of the Principality aware of the importance that entrepreneurs play in Asturian society. Because of this, they launched various measures to promote Entrepreneurial Culture. For this purpose, a range of initiatives, measures and programs have been developed.

Thinking about the future, it is understood that it was first necessary to educate the entire education community. Entrepreneurship should be introduced into the educational system. Programs were designed for each stage, from early childhood and primary education to vocational training and university. But a support network has also been built for people who have a business idea or project, with significant technical and human resources, forums and expert advisory services, training aids, financial, etc...

The **First Program for the Promotion of Entrepreneurial Culture 2005-2008** managed to organize all the pre-existing resources and services in support of entrepreneurs, setting up an itinerary which has already benefited a large number of people and is beginning to bear fruit, thus contributing to the ultimate renewal and revitalization of the productive network in the region.

The evaluation of program I has identified the factors that hindered the attainment of some of the objectives that were initially proposed, revealing the strengths but also weaknesses of the work performed, and identifying new opportunities for the future.

In light of the results and the contributions incorporated in the evaluation, it can be concluded that **in Asturias, in recent years, there has been a very significant advance in the field of entrepreneurship and business support, valued both from a regional level and from other Autonomous Communities and international agencies.**

Between 2005 and 2008, 4949 firms were created in Asturias. Moreover, the performance indicators obtained in the evaluation of I PFCE, summarize all the beneficiaries of the various lines of action:

TABLE 1: RESULTS OF THE PROGRAM 2005-07

Activities 2005-2007	Results
Beneficiaries of activities in awareness and training	267.642
Persons assessed in seedbeds	17.910
Projects activities in seedbeds	941
Firms created in Business centers	2.440
Beneficiaries of economic and financial grants	9.932
Firms benefiting from integral set up support (VUE y PAIT)	4.491

Source: evaluation data PFCE 2005-2007

The I Program for the Development of Entrepreneurial Culture has been described as **relevant and coherent** in relation to its objectives: to support Entrepreneurial Culture, contribute to the modernization of economic structures and achieve a more competitive region. **The highest valuation and agreement stemmed from its integral character and its presentation as a chain or route entrepreneur**, which has given it unique added value and a solid structure in which it has united all the necessary steps to promote a more proactive social dynamic.

The most valued and most prestigious actions, both in the region and at a national and European level, have been on the one hand, programs to promote entrepreneurship in Education, and on the other hand, the network of Business Centers as a physical reference for people who choose to set up in business. The program called "Bridge Financing" in CEEI also stands out due to its ability to target entrepreneurs effectively with regards to their funding needs.

Regarding equality, the first PFCE is not characterized by strong inclusion either in terms of gender equality, territorial scope or disadvantaged groups; it is important to correct that situation.

At policy level, coordination and communication with stakeholders in the framework of the Coalition has worked, although the extent and depth of the different themes of the Bureau of Labor has blurred the information and has prevented a more comprehensive follow-up of the program.

In this new period, it is necessary to continue working. In times of economic crisis like the present, it is self-employed entrepreneurs and small businesses that find it most difficult to survive. Therefore, it should more than ever be the priority of government initiatives to revive private investment, job creation and wealth generation, reinforcing action policies designed to both encourage and promote entrepreneurship, self-employment and the birth and consolidation of new small businesses in all areas.

All the efficient work, tested and validated, undertaken in the first Plan for the Promotion of Entrepreneurial Culture in Asturias, has been used as the basis for the second, which gathers the same support phases and broad lines of action: training and motivation, personal assessment and financial support.

As for the innovations in the new program, these will focus primarily on:

Promoting greater information, analysis, monitoring and participation of social partners who signed the ACEBA.

Effectively leading and coordinating the various policies, structures, public and private entities that at local, regional or sector-oriented level, work towards creating businesses in Asturias, whilst avoiding duplication and reinforcing synergies.

Including active measures to promote equal opportunities, especially as reflected in the creation of a specific structure to support female entrepreneurship: the School for Entrepreneurs.

Improving internal channels of communication from the bottom-up, defining a horizontal organizational structure, through technical discussion forums,

working groups and monitoring committees.

Consolidating the measures and actions aimed at strengthening entrepreneurs.

3 PROGRAM OBJECTIVES

The basis for formulating a strategic vision to achieve the desired model for the promotion of Entrepreneurial Culture in Asturias has been quantitative and qualitative indicators as well as the conclusions and recommendations arising from evaluating the first Plan. These, together with the new measures put forward in the ACEBA, are based on the following approaches:

3.1.1 General Objectives

The overall objective of the program, as expressed in the ACEBA, is none other than the improvement of entrepreneurship in Asturias. This leads to three strategic areas:

- ↳ Promoting Entrepreneurial Culture
- ↳ Program for Promotion and Consolidation of Self -Employment
- ↳ Plan for diffusion and Communication of Business Culture

3.1.2 Specific Objectives

For each of the main strategic objectives, tangible objectives are defined. Therefore, each one is accompanied by ways of identifying the indicators needed to monitor and subsequently evaluate the effectiveness and efficiency of each strategy, measure and project chosen to achieve them.

The specific objectives in this new period, from which action lines are defined, move towards the creation and consolidation of structures and methodologies to support entrepreneurs, and are considered for the various phases or stages of the entrepreneurial journey :

- **Disseminate, educate and motivate** the whole of Asturian society towards entrepreneurial activity in three dimensions: as business entrepreneur, intra-entrepreneur or social entrepreneur.
- **Encourage the dissemination of the program**, with special emphasis on the channels, ways and models to be used. Make a positive and widespread impact on potential targets; those economic sectors, population segments and territories, which up until now have been the most difficult to reach.
- **Involve** the educational community (students, teaching staff management and parents) and other social associations- business, youth, women, foundations, professional associations, intermediary bodies, etc.. in the promotion of Entrepreneurial Culture, through interaction with public business support structures.

- **Increase** the level of involvement of Education in Asturias. Consolidate some programs through their inclusion in the Asturian Educational System. Experiment with others to favor their continuous adaptation to new social and economic challenges in the region.
- Strengthen support for people interested in developing an entrepreneurial Project. Identify routes and complete protocols for training, advice and support in developing business projects.
- **Strengthen the network of Business Centers.** Intensify their role and make it clear to the local authorities that these are the entities best placed to understand the scope of local potential.
- **Help** entrepreneurs by promoting self-employment and consolidating business projects. Provide technical and financial means as well as support to reconcile work with family life.
- **Improve and strengthen support for the consolidation of new businesses in Asturias.** Improve their competitiveness and thus help them stay in the market, grow, generate more jobs and wealth, and thereby reduce the rates of business failure.
- **Enhance general awareness of the entrepreneurial collective and the self-employed,** enhancing their visibility and partnership with society as a whole.

4 GENERAL PRINCIPALS

The program can be defined by six key principles and three methodological transverses. These disclose its participatory and accumulative nature in promoting Entrepreneurial culture in Asturias:

4.1.1 Key Principals

- **INTEGRATED.** The II PFCE compiles the complete entrepreneurial framework in the region, including motivational and awareness activities, education and training, support for business creation and consolidation (information, advice, support) and encouraging self-employment. The idea is to strengthen the idea of a chain or pathway, one of the most valued ideas in the I PFCE.
- **COMPLEMENTARITY.** The program should complement the existing actions to promote employment, competitiveness and welfare in Asturias. It should avoid duplicating activities and improve individuality through shared work.
- **TERRITORIAL BALANCE:** This includes measures to promote balance between areas, mainly through appropriate allocation of human resources and other equipment and materials. This facilitates access to services from those municipalities furthest from the central area of Asturias. It will also support itinerant services, such as Business Schools, training or some technical profiles that provide services in the Business Centers.

- **PARTICIPATORY:** Look for greater involvement from social partners, public agencies and participating entities-the Ministry of Education, University of Oviedo, Unions, ACEPPA, business organizations and local organizations (Local Authorities through Local Development Agencies) -etc. in defining objectives and lines of work .
- **SUPPORT INOVATION.** Encourage experimentation and pilot projects within the organizations and agencies that are part of the chain, as well as the use of ITCs to improve service efficiency and to ensure greater social participation.
- **INCORPORATE EQUAL OPPORTUNITIES:** In addition to territorial equality, the program should also ensure equal opportunities in two other aspects: gender equality and inclusion of measures for the most vulnerable.

4.1.2 *Operative Principals*

- **COORDINATION.** Adequate coordination from the Ministry of Industry and Employment, executing agencies and structures will allow work methodology to be transferred. It will optimize resources and generate synergies that make labor more efficient, establishing formal vertical and horizontal channels of communication.
- **PROFESSIONALIZATION OF TECHNICAL STAFF:** the staff who train, advice and assist business persons in their project play a vital role. For this reason, the new Plan will strive to consolidate the human resources structure along the various links in the chain. This will ensure that the service provided is effective. In addition to setting minimum requirements, it will be necessary to establish training and retraining plans, certification of professional profiles and instruments that favor networking.

To facilitate this, the map of Business support resources will be kept updated, analyzing the roles of the different entities involved.

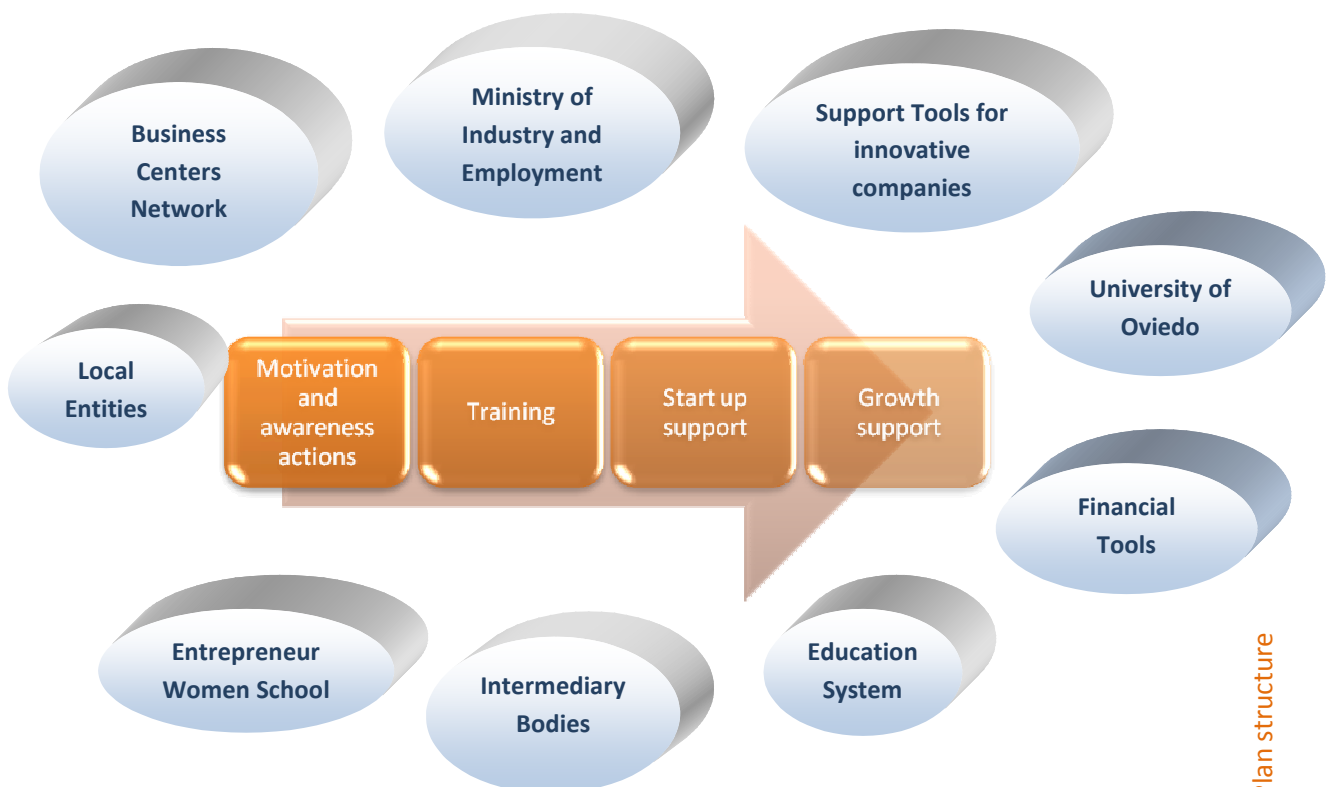
- **CREATE A TOOL TO UNITE INDICATORS:** It is essential that the information on monitoring and evaluating the program provided by each entity is measurable and comparable. This is useful both to coordinate the program as a whole and for the individual agencies involved. It is essential for the development of a common methodology that can be ordered, followed and reported through a computer application. Previously, it will be necessary to standardize the indicators used in each of the agencies.

5 PLAN STRUCTURE

Continuity in the promotion of new entrepreneurial talent requires the necessary **human and methodological resources to be consolidated**: it requires **perseverance in rapprochement and awareness-raising in Asturian society**. Despite all efforts, there are still stereotypes and misconceptions that need to be addressed. **Entrepreneurial skills among the citizenry need to be development further**; the earlier they start, the better. **An increase in advice and support to people who decide to start their own project is needed**. These must be adapted to the needs at the different phases of the entrepreneurial process. **It is now more than ever crucial to provide the economic and financial support** needed to create a company and to then maintain it.

5.1 Support Structures

In Asturias, the **BUSINESS SUPPORT NETWORK** will act in each of these phases through a comprehensive network of resources and services. These will include entities with a highly specialized and experienced workforce. They will provide specific and comprehensive support for every step associated with the creation and consolidation of the company: motivation and training, definition of the concept, developing business plans, handling set up, growth etc, and where different actions and the organizations that carry them out are coherent and complementary, forming a perfect mentoring partnership.



The development of lines of action and concrete programs or measures included in each of these stages is a necessary step in making the objectives operational. The nature of the program should be reflected in the interconnectivity of the various lines of action both in the phases of the entrepreneurial process and the complementarity of actions developed by the various entities and support tools:

↻ **Ministry of Industry and Employment:**

The Ministry of Industry and Employment, transversally coordinating policies, actions and support resources to Business persons in Asturias through:

- Acts to foment motivation, dissemination and promotion of Entrepreneurial culture among Asturians: conferences, events, seminars, contact with media, studies and publications, etc..
- Definition of communication plans to move its contents forward, to diversify the images and messages depending on the groups they are addressed to and on creating new agreements with key entrepreneurs in the world of Culture, Art, Science and Business.
- Design action plans and training to launch and consolidate individual companies, both in general and within their sectors. This means setting up a network of training centers in Business Centers, where support tools will be provided to Business persons and will allow:
 - Standardization and systematization in the contents of training courses in the region
 - Strengthening of networking through Business Centers, Intermediaries, local entities, etc.

The training of entrepreneurs should be a continuous process and adaptable to the needs, knowledge and experience of the beneficiaries. In any case, two levels should be established:

- Basic Training for launching the company, including the identification of entrepreneurial skills, the definition of the idea, the business structure and implementation mechanisms.
- In later stages, access to more advanced and comprehensive “a la carte” training in various aspects related to Business Administration. Each participant chooses from range of training courses according to their needs or interests, with the participation of various training managers.
- Training and retraining of technical staff employed to advise entrepreneurs, including raising awareness on issues related to gender equality. Definition of professional profiles: roles, tasks, training requirements and professional experience.

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- Support to intermediary bodies, with tools and funding for its work with entrepreneurs.
 - Monitoring and coordinating the work of support tools, facilitating networking, the adoption of quality systems in the management of its services: ISO 9001, EFQM model, systems of Corporate Social Responsibility. And defining:
 - IT Tools for data files to avoid duplication and to enable the number of users who access services, as well as the use the make of them, to be known with certainty.
 - Programs and training courses with common training criteria and scheduling, creating a coordinated network that benefits business people in any area of the region.
 - Protocols for working with entrepreneurs and businesses in their first years of existence.
 - Reviews and evaluations to adjust services to social changes and the demands of the business world.
 - Internal Work Forums to improve professionalization of workforce and to communicate to them the unique and innovative projects that other centers are carrying out.
 - Definition of internal communication systems - top/bottom and horizontal -for the proper management of the Program of Entrepreneurial Culture, including a tool for monitoring the actions envisaged in the program. These should allow the development of indicators – always classified by gender – and the definition of working groups and monitoring commissions, permitting greater interaction between those involved and those responsible for the program.

↻ **University of Oviedo**

The University Program for the period 2009-2012 will include: the dissemination and promotion of entrepreneurial initiatives between the university collective (students, teaching and research staff and graduates), support for generating knowledge-based ideas, generating viable business projects, the creation of ideas-based and EIBT firms and support at set up from the university facilities.

The work is structured around six main lines of work:

- Diffusion and Motivation activities:

Talks and seminars aimed at raising awareness of students, teachers and researchers.

- Development and Consolidation of Ideas activities:

Business Ideas, elevator pitch and technological conferences and breakfasts.

- Training Activities:

Unaccredited Studies: Summer and Extracurricular courses that cover such areas as developing business plans, the figure of the entrepreneur, or the economic phenomenon of spin-off, as well as courses in business start-ups that allow access to a knowledge base and skills in key areas of company management, both from the perspective of business management and from the perspective of entrepreneurial skills.

Accredited Studies: includes different activities: incorporation of business set up into the curriculum, awareness-raising aimed at teachers emphasizing the possibility of self-employment, development of multimedia teaching materials for classroom use and public outreach. Development of a questionnaire enabling students to assess the potential viability of setting up a business based on the outcome of their research or doctoral projects, workshops for university students with the participation of employers and established business people involved in the target field, open days in companies, visits by groups of students to companies.

- Assessment and preparation of Business Plans
- Social visibility of enterprise

The program includes several awards as well as outreach and support the participation of other initiatives aimed at rewarding entrepreneurial activities at local or state level.

- Entrepreneurship Support

In collaboration with the University, establish a Consolidation Program in knowledge-based business at one of its centers, in addition to monitoring Business Plans and incorporating advice on aspects such as finance, marketing, skills development and computer skills, etc.

↻ **Intermediary Organizations**

Business Associations (Federación Asturiana de Empresarios and its member associations the, including the Association of Young Entrepreneurs and Business Women's Association), Chamber of Commerce, Association for the self-employed, non-profit organizations, as well as other associations and foundations involved in supporting business people. These include the Foundation for the Promotion of Social Economy. They carry out awareness campaigns, offer specialist advice, training and support in the creation and consolidation of companies. They offer local examples, favoring the process of modeling and transfer of experiences and know-how "from the corporate world to entrepreneur".

↻ Entrepreneur Women School

Resources aimed at facilitating the creation and growth of business for female entrepreneurs, considered from a gender perspective. Its itinerant character will make it a tool that helps boost the region-wide economy. It will be oriented towards meeting the following objectives:

- Encouraging entrepreneurship among women. Through direct action by energizing, motivating and attracting entrepreneurs.
- Create training programs and teaching materials in cooperation with all the support services involved aimed specifically at meeting the needs of business women and female entrepreneurs in all business areas.
- Develop training programs covering all phases of the enterprise: the generation of business ideas, technical and practical training to develop a business plan, acquisition of knowledge in key areas of management, business needs once the operation is underway, and all the related processes of consolidation and business growth. With special emphasis on training skills, leadership and empowerment of women entrepreneurs and managers.
- Assess the processes of implementing the business idea, in cooperation with the territorial services-Business Center Network, Network of Local Development Agents, Centers Network SAT, etc.. -.
- Support the of consolidation and growth processes through mentoring and networking

Entrepreneurship School will enhance the social visibility of female entrepreneurs, breaking gender stereotypes about the role of women in the business world, increasing diffusion with local examples and encouraging the creation of businesses in geographical areas, social groups and business sectors in which women still have little representation.

Within the Action Plan are **4 main areas of activity**. These include: **10** interventions or interrelated lines of action, following the model of Chain of Associated values of itinerant entrepreneurs validated in the I Program for the Promotion of Business Culture; **4 transversal commitments** that define the performance and business criteria both internally and externally; **equipment** required for the development of the project; **the organizational structure** necessary to carry out the activity and the **estimated budget** for the first years of activity, including investment.

The 4 transversal commitments from which all actions will stem are as follows:

1. **Move towards effective equality:** to promote the balanced participation between women and men in all institutions, agencies and business and economic areas.

2. **Work in consultation with social agents:** combine strategies to ensure better access to existing services and mechanisms for women to foster business culture and business growth and development
3. **Create a quality, customer-oriented organization:** achieve an internal commitment that leads development towards the best management processes ensuring the quality in the services provided.
4. **Position the school as a point of reference:** to build and disseminate political discourse about the promotion of entrepreneurship and female business culture.

In short, a high performance center, seeking excellence in providing support to entrepreneurs and businesswomen and hoping to be a reference on a national level.

↻ **Local Entities**

Local Councils and Associated entities favor support for entrepreneurs through their Local Development Agencies, Centers for Entrepreneurship and Business Promotion Services. Here, educational activities are developed, counseling and support in developing the business plan offered - especially in the *Autonomous Ticket*- in collaboration with the Business Centers in the area.

Local development agencies should be aware of their important role as a first point of contact for business people. Likewise, they should be aware of the important informative and advisory role they play, how they can motivate, inform the public about measures, activities and existing program. Adequate information and re-training in staff involved in these measures is essential and should be a priority. Ratification of profiles and roles is necessary.

↻ **Business Centers**

Local access to resources for business persons. Offering information, training and advice to entrepreneurs and start-ups, in addition to accommodation spaces, offices and warehouses for rent at very competitive prices. These should provide services: mail, receptionist and telephone switchboard, Internet access, meeting rooms and training, technology, etc..

Here, work is also carried out to consolidate business through training and assessment of firms once established. The Business Centers also include:

- **Seedbeds**

Advisory and support services in the development and maturation of business ideas and then transforming them into technically, economically and financially viable projects. They include the presence of specialized technical staff, who supervise business persons during this process.

Some Business Centers provide temporary work space, equipped with furniture, computer, internet connection and phone. In other cases, the seedbed refers exclusively to the advice service linked to the development of business plans.

○ **SAT Centers**

Specialized support services for entrepreneurs and Business persons in all aspects related to the introduction and advancement of information technology and communication into their business, as elements of competitiveness. They are located in the Public Business Centers.

As in the case of local development agents, the profile of technical staff at the Business Centers should be defined and standardized, with the continuous training necessary to add efficiency to the services offered.

↻ **Financial Instruments**

Access to financing is one of the main pivots in the creation and consolidation of business. In Asturias, in addition to grants for the creation and consolidation of self-employment and non-profit businesses, recruitment support, corporate consolidation and the creation of technology-based firms, there also exist other specific instruments for corporate finance:

- **Microcredits:** small loans (up to 30,000 euros) and short repayment periods, with very competitive interest rates. The mutual guarantee company, ASTURGAR, provides a guarantee with credit institutions, making it unnecessary for the Business person to provide other guarantees, regardless of the business plan's viability:
- **Guarantees:** ASTURGAR also offers guarantees for the financing of business projects by the government and banks. The guarantees may be financial or technical.
- **Risk capital:** minority and temporary participation (between 5 and 7 years) by the American Society of Regional Development in the social capital (less than 49%) of existing or newly created companies which intend embarking on a highly innovative business project.

The SRP acts as an active partner who engages in the operation of the company, but without interfering in its daily management. Capital investment is a financial instrument that requires no further guarantees or warranties than the very viability of the investment project. The resulting total capital must exceed Euros 100.000.

In Asturias, the Asturian Society of Mining Diversification, SADIM, and the Society for the Development of Mining Regions, SODECO, also provides risk capital.

- **Equity loans:** for innovative projects in which the Regional Society for Promotion participates. These are long-term loans whose interest is linked to the performance of the company that will carry out an innovative business project, and whose security is linked to the viability of the business project. The loan is between € 36,000 and € 300,000. As in the previous case, and SODECO and SADIM provide such funding, on a territorial basis.

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- **Funding for Innovative Projects Asturian Network of Business Angels:** private investors (individuals or firms) that provide money, expertise and networking contacts for new business initiatives that require funding and expert support.

All actions undertaken by the different entities in the Business Support Network will be included in the II Plan for Promoting Entrepreneurial Culture to strengthen its role in diffusion and awareness campaigns in Asturian society. They will appear as units or transversal actions. There will be a brief talk referring to the II Plan for Promoting Entrepreneurial Culture, its objectives and main lines of action, and informative materials will be handed out to strengthen its visibility.

Each of the measures and programs included in the line of action is summarized at the end of this document on a technical data sheet that includes the objectives, resources, executing agencies, Budget, monitoring and evaluation indicators.

		Program for training in non-profit organizations
		Program for the development of risk prevention in the workplace in non-profit organizations
		Program to increase awareness about non-profit organizations
		Program to integrate IT and Communication into non-profit organizations
Entrepreneurial Culture diffusion and communication Plan	Business Culture Diffusion and Communication Plan	Lectures and seminars to raise awareness
		Press campaign
		Web Empreneastur
		Books and leaflets
	Entrepreneur Day	
	Support Tools	Business Centers: seedbeds and SAT
Program for Development and Consolidation of Self-Employment	Program for Development and Consolidation of Self-Employment	Program to increase employment through self-employment start up activity
		Program for assessment and monitoring self-employed activity
		Program to consolidate and support self-employed economic activity
		Program for training self-employed
		Program for the development of risk prevention in the workplace
		Program to support self-employed and projects aimed at reconciling work with family.
		Program to increase knowledge in self-employed workers and develop networking
		Program for innovation in IT and communication
		Program to develop employment through collective self-employment

TABLE 2: GENERAL BUDGET II PROGRAM FOR THE DEVELOPMENT OF BUSINESS CULTURE

	2009	2010	2011	2012	TOTAL PERIOD
Promote Entrepreneurial Culture	3.000.000	3.000.000	3.000.000	3.000.000	12.000.000
Increase and consolidate self-employment	10.500.000	10.500.000	10.500.000	10.500.000	42.000.000
Plan for diffusion and Communications of Entrepreneurial Culture	380.000	380.000	380.000	380.000	1.520.000
ANNUAL TOTAL	13.880.000	13.880.000	13.880.000	13.880.000	55.520.000

Source: ACEBA

5.2 CORE STRATEGY 1: Promote Entrepreneurial Culture

The first strategic priority of the program is divided into two main lines of action:

- **Entrepreneurial Training:** Activities for motivation and awareness, combined with training, are essential in the itinerary of any individual entrepreneur, both before the launch of the company and subsequently to improve their management and encourage growth and consolidation. In order that the entrepreneurial skills developed in the individual become effective as soon as possible, awareness raising activities and training in the education system are the first step -particularly in primary education, whilst continuing to develop in seedbeds, Business Centers and Entrepreneurial Schools, as well as specific consolidation programs.
- **Support tools:** in addition to the processes of awareness and training, support for entrepreneurs is also reflected in the provision of appropriate physical spaces for the development of ideas and the early days of the Business. Also, specialized assessment and monitoring services on hand during start up, specific tools and programs to support consolidation, strategic plans, partnerships, boost from ITCs and support for reconciling work with family life, etc..

TABLE 3: BUDGET FOR CORE STRATEGY 1: "DEVELOPING BUSINESS CULTURE"

	2009	2010	2011	2012	TOTAL PERIOD
Training programs for entrepreneurs	646.300	665.000	685.500	707.100	2.703.900
Support Tools	2.353.700	2.335.000	2.314.500	2.292.900	9.302.200
ANNUAL TOTAL	3.000.000	3.000.000	3.000.000	3.000.000	12.000.000

Source: ACEBA

5.2.1 Entrepreneurial Training

“The ability to generate activity by taking risks and identifying opportunities is what constitutes entrepreneurship. This is always essential, but in times of transition and greater economic hardship it is far more important and significant.”

Maravillas Rojo. General Secretary for Employment at the Ministry of Labor and Immigration

Training enterprising people involves their developing a set of combined skills and competence that allows them to address different situations or projects with consistent success levels.

Beyond the simple provision of knowledge about creating and running a business, training activities for the promotion of Entrepreneurial Culture in Asturias intend to sensitize the whole society, changing attitudes as well as stimulating

individual ability in the spirit of entrepreneurship: creativity, risk-taking, leadership, motivation and perseverance, Communications, negotiation and planning, etc..

The Training Chain for Entrepreneurs spans the entire educational system, especially in sub-formal training: primary, secondary, high school, vocational training and university, but also develops activities in the other two subsystems: occupational and continuous training.

The overall objectives of these measures, are the same as those which appeared in the 2005-2008 program

- Disseminate and encourage the whole of asturian society in entrepreneurial activity, generating concerns, skills and attitudes.
- Encourage the development of entrepreneurial skills in the various groups in the active population: students, workers - both self-employed and salaried - and the unemployed.

News aspects included in the second program following this line of action are:

The spreading of motivation and awareness activities for potential entrepreneurial groups not included in the educational system, and management of the various entities that perform these tasks.

The increase in the level of implementation of programs in education, consolidating some programs through their inclusion in the Asturian Education System and encouraging their continuous adaptation to new social and economic challenges in the region.

Active involvement of the Ministry of Education and the University of Oviedo in the chain of Entrepreneurship Education, designing goals together.

The expansion of entrepreneurial training to vocational and continuous training fields, with specific modules that sensitize both the employed and unemployed in the possibility of self-employment and give visibility to the figure of intraentrepreneur within organizations.

The continuous training of young entrepreneurs beyond the system regulated by CLINIC, the high performance training program.

Reinforce consolidation with taylor-made training.

The design and development of these activities involve different organizations and agencies, both in formal and occupational training and non-official activities directed at certain groups:

The motivation and training programs included in the II Program for Development of Entrepreneurial Culture 2009-2012 are:

TABLE 4: LINE "ENTREPRENEURIAL TRAINING"

	2009	2010	2011	2012	TOTAL PERIOD
Primary: EME	70.000	74.000	78.000	82.000	304.000
Secondary: EJE	68.600	72.000	76.000	80.000	296.600
Secondary: JES	20.000	21.000	22.000	23.100	86.100
Bachiller & Vocational training.: TMP	246.000	246.000	246.000	246.000	984.000
Vocational Training: TMP	11.700	12.500	13.500	14.500	52.200
Training Courses: ME	25.000	26.500	28.000	29.500	109.000
University Program	165.000	173.000	182.000	192.000	712.000
CLINIC Project	40.000	40.000	40.000	40.000	160.000
ANNUAL TOTAL	646.300	665.000	685.500	707.100	2.703.900

5.2.1.1 Primary Education: Program “Enterprise in My School”

Description: Activity that connects education and business for the diffusion of entrepreneurial culture at an early age. The program, in a creative and entertaining way, develops entrepreneurial skills through the establishment of a school cooperative.

Objectives:

- Encourage students in entrepreneurial culture.
- Encourage teamwork
- Develop entrepreneurial spirit, acquiring habits and behaviors in an independent way.

Target: Students between 8 and 11 years old (between 4 and 11 for CRA)

Contents: During the school year, students create and manage a cooperative, producing goods to be sold in a local market once a year, deciding how to invest the profits.

Teaching Materials: The materials develop theoretical and practical contents developed by a working group made up of primary teachers, pedagogues, psychologists and experts in business education.

Books for students, teaching guides for teachers, workshops, complimentary activities and on-line courses for teachers.

TABLE 5: EME 2009-2012

	OBJECTIVE 2009	OBJECTIVE 2010	OBJECTIVE 2011	OBJECTIVE 2012	TOTAL PERIOD
Centers	60	63	66	69	258
Cooperatives	100	105	110	115	430
Students	2.500	2.625	2.756	2.914	10.795
BUDGET	70.000	74.000	78.000	82.000	304.000

5.2.1.2 Obligatory Secondary Education: Program “European Young Business -EJE”

Description: During the course, the students create and manage an international trade cooperative that exchanges goods with those in other countries or regions through videoconferencing. They then sell the products in the local market, distributing their profits in the same way as any other company

Objectives:

- To develop creative ability, initiative and entrepreneurship
- Develop the ability to make responsible decisions
- Develop the ability to gather, select and interpret information
- Develop the ability to understand the mechanisms and basic values of running a business
- Manage new technologies
- Use language to communicate with other cooperatives
- Awareness about existing inequalities based on gender in educational settings

Target: Students between 15 and 16 years old in Obligatory Secondary Education

Contents:

- Create the company
- Work in the company
- Obtaining results

Teaching Materiales: The materials develop theoretical and practical contents that have been developed by a working group composed of secondary school teachers, pedagogues, psychologists and experts in business.

Student books (3 teaching blocks), Workshop on International Trade and Courses for Teacher Education Online.

TABLE 6: CORE 2009-2012

	OBJECTIVE 2009	OBJECTIVE 2010	OBJECTIVE 2011	OBJECTIVE 2012	TOTAL PERIOD
Centers	50	52	55	58	215
Cooperatives	80	84	88	92	344
Students	1.440	1.512	1.588	1.667	6.207
BUDGET	68.600	72.000	76.000	80.000	296.600

5.2.1.3 Young Social Entrepreneurs: "JES" Program

Description: During the course, the student creates and manages an NGO. The process is identical to the constitution of an association. The JES has a counterpart association (association formed by students of the same age in a southern country). To achieve this, participants need to communicate and commit to completing a real cooperation project.

Students make decisions, do research, observe reality, communicate with partners, peers, institutions or entities...participating actively in the project.

Objectives:

- Develop entrepreneurial skills and attitudes using the process of creating and managing an NGO
- Encourage closeness to other cultures and social realities
- Develop a critical spirit to events by using ICT as a tool for daily work.
- Promote transnational cooperation between schools.

Target: Students between 13 and 15

Contents:

- What we are doing depends on us
- We are people of action
- You reap what you sow...

Teaching Materials adapted to the subject "Citizenship Education"

Materiales: Specific materials on cooperation and social enterprise

TABLE 7: JES 2009-2012

	OBJECTIVE 2009	OBJECTIVE 2010	OBJECTIVE 2011	OBJECTIVE 2012	TOTAL PERIOD
Centres	5	6	7	8	26
Cooperatives	10	11	12	13	46
Students	250	260	270	280	1.060
Teaching Staff	20	21	22	23	86
BUDGET	20.000	21.000	22.000	23.100	86.100

5.2.1.4 Bachillerato, Vocational Training: Business Workshops

Description: Program that seeks to sow entrepreneurial unrest and support those whose qualities make them potential entrepreneurs. In order to achieve this, they are provided with information, advice and support in three phases: after a talk on entrepreneurial awareness in school hours, students may voluntarily join the training courses where they work to develop their business idea. Subsequently, if required, they can analyze and study the feasibility of this idea in the Entrepreneurial course.

- Objectives:**
- Spread concern among business students.
 - Promote and develop personal entrepreneurial skills.
 - Challenge misconceptions about business creation and social labor environment.
 - Discover there are many opportunities to create business in Asturias.

Target: Bachillerato, Vocational Training (FP + TMP) and University students.

- Contents:**
- Motivational talk (2 hours)
 - Business Training Course (16 hours)
 - Entrepreneurial Course (60 hours)
 - Business Projects Competition

Teaching

- Materiales:** Used in Motivational Seminars:
- Motivation for entrepreneurs
 - Video “ The Business of Being Enterprising”
 - Training Program “Entrepreneur’s Workshop”

Used in the Entrepreneurial Training Course:

- Student Manuals “Entrepreneur’s Workshop”
- Model for Business Project
- Video “ The Process of Creating a Business”

TABLE 8: TMP (BACHILLERATO AND VOCATIONAL TRAINING) 2009-2012

Bachillerato y VT (FP).	OBJECTIVE 2009	OBJECTIVE 2010	OBJECTIVE 2011	OBJECTIVE 2012	TOTAL PERIOD
Centres	110	110	110	110	440
Talks	415	415	415	415	1.660
Student Talks	9.500	9.500	9.500	9.500	38.000
Courses	45	45	45	45	180
Student Courses	1.285	1.285	1.285	1.285	5.140
Projects	180	180	180	180	720
BUDGET	246.000	246.000	246.000	246.000	984.000

TABLE 9: TMP (VOCATIONAL TRAINING) 2009-2012

Vocational Training TMP	OBJECTIVE 2009	OBJECTIVE 2010	OBJECTIVE 2011	OBJECTIVE 2012	TOTAL PERIOD
Centres	6	6	7	8	27
Talks	12	12	13	13	50
Student Talks	520	525	550	575	2.170
Courses	2	2	3	3	10
Student Courses	40	40	50	60	190
Projects	6	6	7	8	27
BUDGET	11.700	12.500	13.500	14.500	52.200

5.2.1.5 Training Programs: Program “Create and Manage Microcompanies”

Description: The program offers students the challenge of analyzing a business idea and exploring the feasibility of a business project related to their specialty in depth. If a group decides to embark on a start-up, it will receive aid from the Ministry of Education and Science and Valnalón.

Objectives:

- Generate business ideas related to the training course
- Understand the process of running an entrepreneurial project, analyzing a business idea in depth
- Discovering that there are opportunities to create Business related to training received
- At the end of the studies, the possibility of creating a real business.

Target: Students of Training Courses in higher education and further education

Contents: Creating and managing a small business to allow students to experience real situations in running a business. Teachers become mentors, acting both at the idea stage and in the the company’s set up stages. There are several types:

- Competent tutors: those who work with students in monitoring their method.
- Technical tutors: specialized teaching staff.
- Business Tutors: external, uniting business to technical expertise

Teaching Materials: The materials incorporate key issues for professional development, both for the self-employed and salaried workers

Includes book (“*What you need to know*”), student manual (“*What you need to do*”) interactive CD.

TABLE 10: EDUCATIVE MICROBUSINESS (2009-2012)

	OBJECTIVE 2009	OBJECTIVE 2010	OBJECTIVE 2011	OBJECTIVE 2012	TOTAL PERIOD
Centers	4	5	6	7	22
Courses	4	5	6	7	22
Students	240	250	262	275	1.027
Projects	48	50	52	55	205
Assessment	17	18	18	19	72
Microbusinesses created	4	4	4	5	17
BUDGET	25.000	26.500	28.000	29.500	109.000

5.2.1.6 University: “University Program”

- Description:** Dissemination and promotion of entrepreneurial initiatives between the university (students, teaching and research staff and graduates), supporting for generating knowledge-intensive ideas, generating viable business projects, knowledge-intensive and EIBT business creation and monitoring them in university facilities during their initial stages.
- Objectives:**
- Stimulate initiative and creativity in the academic community, comprising students, teachers, researchers and young graduates, generating and developing business ideas related to their education.
 - Promote and make the figure of the entrepreneur visible as well as the importance of self-employment as a form of personal and professional development.
 - Support for feasibility studies of start-ups rich in university acquired knowledge.
 - House companies which emerge from these activities at the University of Oviedo during their initial stages.
 - To reward and disseminate the best initiatives.
- Target:** Students, graduates, teaching and research staff.
- Contents:**
- Strengthen the catalyst role of initiatives promoting the entrepreneurial culture at university level.
 - Awareness-raising talks for university students.
 - Identification of projects and groups likely to generate university spin-off companies.
 - Presentations to research groups.
 - Business ideas and elevator pitch.
 - Workshops and working breakfasts on technology.
 - Courses in promoting entrepreneurial culture and courses in business creation.
 - Access to the curriculum of subjects from business creation.
 - Personal advice to students, young graduates and researchers to prepare business plans.
 - Awards for business ideas, best the business plan and the best technology-based project.
 - Consolidation in university centers of existing knowledge-intensive firms.

TABLE 11: BUDGET UNIVERSITY PROGRAM 2009-2010

	OBJECTIVE 2009	OBJECTIVE 2010	OBJECTIVE 2011	OBJECTIVE 2012	TOTAL PERIOD
TOTAL	165.000	173.000	182.000	192.000	712.000

5.2.1.7 CLINIC

Description: Intensive, high performance course of for young entrepreneurs, in different geographical areas

Objectives:

- Serve as a platform to Exchange business ideas, as a stimulus for initiatives, meeting point for cooperation between entrepreneurs, as a point of reference for entrepreneurship among young Asturians.
- Promote three main types of entrepreneurial talent: business entrepreneurs, social entrepreneurs and intraentrepreneurs, facilitating the development of people; business, social and professional leaders of future.

Target: Young people with an entrepreneurial profile between 18 and 28 years old and a project to develop (a business enterprise, non-profit project or young intra-entrepreneurs with no project potential). Specific academic training is not necessary.

Contents:

- Activities for personal and professional development sporting activities, group dynamics, training sessions, coaching.
- Meetings with people in relevant economic and social sectors.
- Brainstorming sessions for potential business ideas in the host territories.
- Roundtable presentation of the host territories potential, as well as business support services
- Development of an entrepreneurial project for each participant, with the personalized support of a "coach" or tutor
- Days of intensive "full immersion"
- Supervised training program in companies for intraentrepreneurs

TABLE 12: CLINIC BUDGET 2009-2012

OBJECTIVE	OBJECTIVE	OBJECTIVE	OBJECTIVE	TOTAL
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	2009	2010	2011	2012	PERIOD
Attendees CLINIC	40	40	40	40	160
BUDGET	40.000	40.000	40.000	40.000	160.000

5.2.2 Support tools

The strength of Business Centers lies in their ability to support entrepreneurship and entrepreneurs in the early stages of their projects, especially in transforming an idea into a project and then into a real Business.

The second element in the public support network in Asturias is equipment and expertise; its primary role being to advise and support the defining, planning and start up of a company.

Business Centers have become the regional reference points for the provision of services to promote and channel entrepreneurial spirit. They go beyond being mere physical spaces and strive to harness durability, services to stimulate creation, development and consolidation of business activities.



Business Centers offer two specific assessment services:

Business Seedbeds: spaces dedicated to maturing business ideas and transforming them into viable business projects. Seedbeds have the necessary equipment for the job, with expert advice offered by skilled and experienced people.

SAT Centers offer specialized services focusing on the process of incorporating IT and Communication Technologies (ICT) into companies.

5.2.2.1 Business Centers

Description: Equipment for the initiation and growth of business activity. It includes seedbed service, including advice and support in developing business plans, as well as advanced technology (SAT)

Objectives:

- Contribute to regional economic development and business diversification, favoring the establishment of new companies.
- Provide support to an enterprising person in the early stages of their project, providing information and advice, training and a physical space at a competitive price, with services to facilitate their activity.

Target: Entrepreneurs with a business idea or project, and start-ups

Services:

- Dissemination of business culture within its territory. Awareness and motivation of local people.
- Expertise in developing business plans with the greatest possible seriousness, in order to avoid projects that have not reached sufficient maturity to be able to get off the ground.
- Preparation of feasibility reports for business plans, a requirement for access to the “self-employed Ticket” for start up.
- Support the formalities for set up and seeking funding.

- Services:
- **Assignment of physical space and equipment: offices, workshops, factories, all at competitive prices:**
 - Switchboard, fax, copier, scanner
 - Meeting room and conference / training rooms
 - Internet connection
 - Parking
 - Cleaning and maintenance
 - Cafeteria
 - Mailboxes (receiving / sending)
 - Security Systems
 - **Training** for the creation and consolidation of the company
 - **Support consolidation** of companies there through support/growth mechanisms and services.
 - **SAT Centers** also offer 3 types of technological assessment:
 - **basic:** resolution of specific queries into the effective use of existing technology or the incorporation new technology into the company.
 - **thematic:** advice related to the digitization of business processes (e-commerce, security, marketing, internal management, communications, etc.).
 - **integral:** a global analysis of all business processes and the use ICT within the company. A proposal for the implementation of various ICT solutions can be developed from the technological diagnosis.

TABLE 13: BUDGET SUPPORT TOOLS

	2009	2010	2011	2012	TOTAL PERIOD
TOTAL	2.353.700	2.335.000	2.314.500	2.292.900	9.302.200

5.3 CORE STRATEGY 2: Program for the Promotion and Consolidation of Self-Employment

The Agreement for Competitiveness, Employment and Welfare in Asturias has made a strong and determined bid to promote and encourage self-employment in two aspects; the individually self-employed and the collectively self-employed; partnerships and cooperatives. The intention is to support the development of viable autonomous work with prospects, and to create employment.

The program has been designed taking the importance of the self-employed into consideration as a source not only of employment generation but also of wealth and welfare creation, due to the high added value it contributes to the social fabric and economic activity in the region.

The second core strategy coordinates self-employment support programs in two major lines of action:

- ↻ **Program for the Promotion and Consolidation of Self-Employment**
- ↻ **Collective Self-Employment: Social Economy**

TABLE 14: BUDGET CORE STRATEGY "PROGRAM FOR THE PROMOTION AND CONSOLIDATION OF SELF-EMPLOYMENT"

	2009	2010	2011	2012	TOTAL PERIOD
Promotion and Consolidation of Self-Employment	8.000.000	8.000.000	8.000.000	8.000.000	32.000.000
Social Economy	2.500.000	2.500.000	2.500.000	2.500.000	10.000.000
ANNUAL TOTAL	10.500.000	10.500.000	10.500.000	10.500.000	42.000.000

5.3.1 Program for the Promotion and Consolidation of Self-Employment

At present, the process of globalization is conditioning a new framework of social relations. It farms out European economic activity and alters working conditions. Above all, it rapidly outsources ancillary activities and some main business activities. Within this new framework, a younger and more feminine type of self-employment emerges, especially in the service sector, as well as in the new professions required by this new social structure.

The regional government is committed to backing self-employment within the scope of its agreements. It aims to regulate a framework that fosters it. All steps and actions are united in a consistent and integrated way. These new measures for workers and self-employed are being developed by the Administration of the Autonomous Community of Asturias.

The **Program for Promoting and Consolidation Self-Employment in the Principality of Asturias** takes the importance of this collective into account. It is composed of 82,204 self-employed people and accounts for 20.50% Social Security membership. In the Autonomous Community of Asturias is a source of membership which not only generates employment but also wealth and welfare, due to the high added value for the social fabric and economic activity of the region.

The program includes the following measures:

- Promoting self-employment through start-up activity
- Consolidating and supporting economic activity
- Support for the self-employed and projects aimed at reconciling work and family life
- Enhance awareness of self-employment, promoting partnerships
- Advice and support to the self-employed
- Training for workers and the self-employed
- Promoting prevention culture in work safety
- Incorporating Information Technology and Communication (PIATIC)

Among the measures taken in this new programming period, one which stands out is the Self-Employed Ticket. It is a **pioneering initiative between Business Schools, Local Authorities, through their Local Development Agencies and the Government of Asturias. It has proven to be very effective.** To be eligible for the Self-Employed Ticket, the potential beneficiaries must develop a feasibility plan. This receives support and assessment from the Local Development Agency in each district or at the local Business Center, this being the entity that finally validates the projects viability.

TABLE 15: PROGRAM SELF-EMPLOYMENT 2009-2012

	2009	2010	2011	2012	TOTAL PERIOD
Start-up grants	6.000.000	6.000.000	6.000.000	6.000.000	24.000.000
Consolidation and support for economic activity	400.000	400.000	400.000	400.000	1.600.000
Support for self-employed	175.000	175.000	175.000	175.000	700.000
Awareness campaign	75.000	75.000	75.000	75.000	300.000
Assessment and monitoring	150.000	150.000	150.000	150.000	600.000
Training	325.000	325.000	325.000	325.000	1.300.000
Prevention culture in work safety	75.000	75.000	75.000	75.000	300.000
PIATIC	800.000	800.000	800.000	800.000	3.200.000
ANNUAL TOTAL	8.000.000	8.000.000	8.000.000	8.000.000	32.000.000

5.3.1.1 Program to promote self-employment through start-ups

Description: Aid program to unemployed job seekers who starting independent economic activity.

Objectives: Promote, encourage and support self-employment through start-up

Target: A.-Unemployed persons, registered as job seekers once signed up in Special Regime for Self-Employment Social Security, who decide to start a full time business or professional activity. They must have made an investment in tangible assets of € 5,000 and their business project must have received a favorable feasibility plan report, developed through the business centers located in Asturias.

B-In addition to those listed in Measure A, newly created limited liability companies with fewer than five workers

C. - In addition to those listed in A, those who have already started operations and request this incentive during the first year of operation.

Measures:

A. Self-Employed Ticket for start-up activity: Support of up to 10,000 euros

B. Funding for self-employment start-up: Loan Interest rate rebate for start-up. The grant will be equivalent to a reduction of up to 4 set points of fixed rate interest, with a maximum of 10,000 euros.

C. Support and management measures required in the exercise of economic activity: support for the hiring of external expertise: market analysis, marketing, accounting, etc.. Up to 75% of the cost of services provided, with a ceiling of 2,000 euros.

TABLE 16: START-UP GRANTS 2009-2012

	2009	2010	2011	2012	TOTAL PERIOD
ANNUAL TOTAL	6.000.000	6.000.000	6.000.000	6.000.000	24.000.000

5.3.1.2 Program for assessment and monitoring of self-employment

Description: Program designed to provide personalized expert advice in basic information and guidance to promote insertion of the unemployed in the labor market through self-employment

Objectives:

- Provide technical advice and coaching to future self-employed in launching their business
- Provide support for building business

Target: Unemployed persons registered as job seekers who decide to start a business or professional activity, the self-employed and partnerships consisting in fewer than five workers

Measures:

- Support for collaborating organizations through advice and approval of self-employment projects
- Feasibility, organization and marketing studies, economic reports and audits
- Advice on different business areas

TABLE 17: GRANTS BACKING SELF-EMPLOYMENT 2009-2012

	2009	2010	2011	2012	TOTAL PERIOD
ANNUAL TOTAL	150.000	150.000	150.000	150.000	600.000

5.3.1.3 Program for the consolidation and support for self-employed economic activity

- Description:** Program designed to support the consolidation of initiatives taken by the self-employed and in start-ups, in the form of limited liability companies with fewer than 5 workers
- Objectives:**
- Facilitate the growth of the activity of self –employment through recruitment.
 - Provide support for Business consolidation.
- Target:** Self-employed and limited companies aged between 2 and 8 years with less than 5 employees, registered in Asturias and to develop industrial and service activities.
- Measures:**
- Support for the type of contracts used when self-employed contract other: either long term, permanent contracts or short term contracts for fixed periods.
 - Accreditation from intermediary organizations (nonprofit) to consolidation development measures
 - Grant for activities to be carried out by intermediate bodies:
 - Dissemination and acquisition of companies
 - Performing diagnostic evaluation using validated methodology (EQUAL PROGRESA) that include analysis of the following areas: strategy, business management, systems management, economic-financial structure, personnel, R & D
 - Development of action plans that include implementation recommendations, complemented by strategic advice
 - Monitoring of action plans: an interim assessment at 6 months and a final assessment at 12.
 - Measures to support firms in consolidation phase:
 - Support systems for companies in which untapped potential for development is detected through the consultation program
 - Short courses for micro- businesses that cater to the needs identified by the Consolidation Program.
 - Program of short specialized seminars in high level business management.

TABLE 18: CONSOLIDATION 2009-2012

2009	2010	2011	2012	TOTAL
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ANNUAL TOTAL	400.000	400.000	400.000	400.000	1.600.000
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5.3.1.4 Training Program for the self-employed.

Description: Program aimed at promoting self-employment by training those unemployed people who aim to be self-employed and further training for the existing self-employed

Objectives:

- Sensitize the unemployed about the possibilities of self-employment as an alternative to unemployment, providing them with knowledge and basic tools for the definition of a business project and the creation of a company
- Train workers and the self-employed in different areas of business management, both transversally and by sector

Target: Unemployed persons who value the opportunity to become self-employed, as well as those already in existence

Measures:

- Support for specific training for the self-employed
- Support for continuous training for the self-employed

TABLE 19: SELF-EMPLOYED TRAINING 2009-2012

	2009	2010	2011	2012	TOTAL PERIOD
ANNUAL TOTAL	325.000	325.000	325.000	325.000	1.300.000

D.G. Training Program for the self-employed

5.3.1.5 Program for the promotion of prevention culture in work safety

Description: Program to implement preventive culture that allows greater health and safety for self-employment.

Objectives: Improve the working conditions of the self-employed in Asturias

Target: Self-employed workers Collective

Measures:

- Training activities on the regulatory framework
- Raising awareness
- Information activities and training (Tele)
- Advice and technical assistance through the Asturian Institute for the Prevention of Occupational Hazard
- Design and maintenance of a specific computer portal

TABLE 20: RISK PREVENTION 2009-2012

	2009	2010	2011	2012	TOTAL PERIOD
ANNUAL TOTAL	75.000	75.000	75.000	75.000	300.000

This program is being run by the I.A.P.R.L.

5.3.1.6 Program to support the self-employed and projects designed to reconcile work with family life.

- Description:** Program designed to promote a greater presence of women in self-employment.
- Objectives:**
- To support the female self-employed who in questions of maternity, adoption or fostering require time off.
 - Encourage measures that promote the reconciliation of work and family life among the self-employed and independent workers
- Measures:**
- A. Measures to support the self-employed: support the recruitment of an unemployed person (preferably female). Up to 3,000 euros
 - B. Support measure for conciliation projects: studies and research aimed at analyzing the social, economic, family and working conditions of the self-employed in Asturias. Identifying the obstacles to reconciliation and encouraging measures to reduce these barriers, or development of innovative pilot activities in this area. Up to 80% of project costs.
- Target:**
- A. Female self-employed needing maternity adoption or fostering leave, formalized within 4 months of hiring support staff.
 - B. Public entities and non-profit entities.

TABLE 21: SUPPORT FOR FEMALE SELF-EMPLOYED 2009-2012

	2009	2010	2011	2012	TOTAL PERIOD
ANNUAL TOTAL	175.000	175.000	175.000	175.000	700.000

5.3.1.7 Program to widen knowledge in the self-employed, promoting partnerships.

Description: Program designed to promote partnerships within the self-employed collective and enhance their visibility in society.

Objectives: Incorporate the added value represented by freelance work for growth, development and employment generation in the Asturias.

Measures:

- A. Measure to support organizations representing workers and the self-employed. Up to 80% of staff costs and 20% for overheads.
- B. Support measures for analysis, awareness and dissemination of self-employment:
 - quantitative and qualitative research and development of tools or methodologies for innovative research
 - Awareness raising and information activities: conferences, meetings, forums and fairs
 - Promoting a culture of self-employment within the educational system - Secondary Education, Vocational Training and University through seminars, meetings and training courses. Up to 100% of operating expenses

Target: Workers and self-employed workers organizations; cross-sector and autonomous in nature as well as being sufficiently established in Asturias.

TABLE 22: PARTNERSHIP AID 2009-2012

	2009	2010	2011	2012	TOTAL PERIOD
ANNUAL TOTAL	75.000	75.000	75.000	75.000	300.000

5.3.1.8 Program for Incorporating ITCs into Self-employed work.

Description: Program to incorporate information technology and Communications into self-management programs in partnerships of less than five workers.

Objectives: Increase self-employed participation in IT.

Measures:

- Diffusion, awareness and digital literacy
- autonomo@asturias.net: information portal for self-employed people in Asturias
- Preparation of informative and educational materials
- Modernization network of associates
- Sectoral Development
- Purchase of equipment and connectivity
- Promotion of the presence of self-employed people on the Internet

Target: The self-employed and start-ups in the form of limited liability companies with fewer than five workers.

TABLE 23: PIATIC 2009-2012

	2009	2010	2011	2012	TOTAL PERIOD
ANNUAL TOTAL	800.000	800.000	800.000	800.000	3.200.000

5.3.2 Collective Self-employment: Social Economy

“Non-profit companies make an additional contribution, in itself positive, to the purely economic ambient. This is true due to the democratic participation that occurs in its interior and its unshakable commitment to the development of Asturias, given its link to the territory and people. Also, for being labor-intensive and more resistant to job loss than any other type of company in times of economic crisis.”

Graciano Torre González. Consejero de Industria y Empleo

In its business aspect, non-profit economy is integrated into the so-called collective of self-employment: people who create their own jobs through the establishment of a cooperative, a partnership or a transformative agrarian society. Asturias has a large network of non-profit companies, around 800, in more than 300 cooperatives and more than 500 companies working in the Primary, Industrial, Construction and Services sectors.

The II Program for the Promotion of Entrepreneurial Culture in Asturias seeks to strengthen the social economy in the region, providing it with means for growth and to position it as a point of reference for all groups of entrepreneurs who want to launch their own business.

In this sense, the measures are as follows:

- Program to promote employment through collective self-employment
- Technical Advisory Program
- Training program in non-profit companies

- Program to promote a culture of prevention in work safety in non-profit organizations
- Program to enhance awareness of non-profit companies
- Outreach programs to incorporate ITCs into non-profit companies

In promoting non-profit in Asturias, it is necessary to highlight the work of the Foundation for the Promotion of Non-Profit Organizations. It is non-profit, free of charge and was created in 1989. It facilitates the creation and management of non-profit companies through promotion, diffusion, research and assessment in all matters relating to their constitution, legal framework, operation, financing, grants, etc.

TABLE 24: PROMOTE NON-PROFIT ORGANIZATIONS 2009-2012

	2009	2010	2011	2012	TOTAL
Promote collective self-employment	1.565.000	1.565.000	1.565.000	1.565.000	6.260.000
Training	150.000	150.000	150.000	150.000	600.000
Risk prevention culture	35.000	35.000	35.000	35.000	140.000
Awareness of non-profit	400.000	400.000	400.000	400.000	1.600.000
ESTIC	350.000	350.000	350.000	350.000	1.400.000
ANNUAL TOTAL	2.500.000	2.500.000	2.500.000	2.500.000	10.000.000

5.3.2.1 Program to Promote employment through collective self-employment

Description: Program to support job creation in non-profit companies Promote, encourage and support self-employment through starting a business collective

Objectives: Support the modernization and improvement of the competitiveness in non-profit companies, thereby facilitating their consolidation

Target: Cooperatives and work partnerships who intend to incorporate the unemployed as partners or associates

Unemployed persons who constitute a non-profit company

Measures:

- Support to cooperatives for the incorporation of the unemployed
- Financial support, through loan interest rebates or direct subsidies
- Support for recipients of unemployment benefit in the form of one-off payments
- Technical Assessment: feasibility, organizational and marketing Studies; financial reports and audits, advice on different areas of business management

TABLE 25: PROMOTE COLLECTIVE SELF-EMPLOYMENT 2009-2012

	2009	2010	2011	2012	TOTAL PERIOD
ANNUAL TOTAL	1.565.000	1.565.000	1.565.000	1.565.000	6.260.000

5.3.2.2 Program for the formation of non-profit companies

Description: Support program for members of non-profit companies to gain qualifications through training. The scheduling of training activities will be based on educational needs raised by the companies and job applicants.

Objectives:

- Facilitate the understanding of non-profit economy among its own workers
- Improve professional qualifications
- Provide non-profit companies with access to external technical support necessary to overcome internal technical deficiencies that may hinder their development

Target: The workers from Cooperative Companies of Associated Work and work partnerships, as well as members of cooperatives.

Measures:

- Initiate, improve and evaluate the knowledge of cooperativism
- Measures to support continuous training specific to non-profit companies

TABLE 26: TRAINING PROGRAM NON-PROFIT 2009-2012

	2009	2010	2011	2012	TOTAL PERIOD
ANNUAL TOTAL	150.000	150.000	150.000	150.000	600.000

5.3.2.3 Program to promote work risk prevention culture in non-profit companies.

Description: Program to implement preventive culture allowing greater health and safety in the non-profit collective

Objectives:

- Improve working conditions
- Provide support for consolidating businesses

Target: The workers from Cooperative Companies of Associated Work, partnerships, organizations of cooperatives, cooperative members and Yorker

Measures:

- Training, awareness-raising and sensitizing the industry
- Specific and general training programs
- Assessment and Technical Support

TABLE 27: PROGRAM RISK PREVENTION 2009-2012

	2009	2010	2011	2012	TOTAL PERIOD
ANNUAL TOTAL	35.000	35.000	35.000	35.000	140.000

Program managed by I.A.P.R.L.

5.3.2.4 Program to strengthen awareness of non-profit organizations

Description: Program designed to promote partnerships between non-profit companies and enhance their knowledge within society.

Objectives:

- Incorporate the added value represented by non-profit companies for growth, development and employment generation in Asturias.
- Develop partnerships within the sector

Target: The workers from Cooperative Companies of Associated Work, partnerships, organizations of cooperatives, cooperative members and workers

Measures:

- Support business organizations
- Publicize the sector through the Foundation for the Promotion of Non-Profit Organizations
- Annual Award for non-profit companies
- Strengthen the permanente observatory in the sector

TABLE 28: DIFUSION NON-PROFIT

	2009	2010	2011	2012	TOTAL PERIOD
ANNUAL TOTAL	400.000	400.000	400.000	400.000	1.600.000

5.3.2.5 Program to incorporate ITCs into non-profit organizations

- Description:** Program to incorporate information and communication technologies into the Management processes of non-profit organizations
- Objectives:**
- Improve working conditions, partnerships
 - Provide support for business consolidation
- Target:** Non-profit companies
- Measures:**
- Strategies for diffusion and communication
 - Training and awareness plan
 - Technological Advice
 - Promotion of e-commerce
 - Support for the acquisition of management software

TABLE 29: BUDGET ESTIC PROGRAM 2009-2012

	2009	2010	2011	2012	TOTAL PERIOD
ANNUAL TOTAL	350.000	350.000	350.000	350.000	1.400.000

5.4 CORE STRATEGY 3: *Entrepreneurial Culture diffusion and communication*

The promotion of entrepreneurial culture aims to create active participation from local society in the evolution of its social and business environment. It aims to encourage initiative and transmit the idea that setting up one's own a company can be an exciting personal challenge, as well as a career opportunity

To give coherence to the multiplicity of initiatives, resources and instruments in the region. Every year, there will be a public awareness and outreach campaign that will use various means of media Communications.

It is necessary to identify the agencies, groups and organizations working in support of enterprising people, the programs and measures they offer as well as recognition and promotional

activities: project competitions, awards, etc..

When it comes to spreading business culture, **it is essential to highlight the concepts of entrepreneurship and the entrepreneur, highlighting local examples**. In order to achieve it, it is necessary to win the support and collaboration of entrepreneurs from different fields: media, culture, art, science and business.

Furthermore, to gain effectiveness in reaching the target audience, it is necessary to segment and prioritize groups. The messages can then be diversified according to their different characteristics. Effort is needed to identify the best ways to reach entrepreneurs as well as identifying those factors which may hinder this process in order to overcome them.

Actions related to diffusion of Entrepreneurial Culture fall into 3 main areas: promoting the concept of the entrepreneur (addressing issues such as skills, knowledge and attitudes needed, myths to be overcome or the different motivation that drive people to get started), the business idea (how to get there), and the implementation process (how to turn the "Idea" into the "Project"). They are geared towards a very mixed profile, from people with entrepreneurial concerns (both active workers and the unemployed), to students t all levels, different work sectors, women, etc..

The communication campaign is accompanied by a common brand logo and image. This should help to identify and articulate their messages and actions, which will be developed by different entities. It will be the same one used in the Plan. Hits logo must be present in all the initiatives that have to do with the promotion of Entrepreneurial Culture, giving visibility in Asturias to the commitment of all those involved.

5.4.1 Plan for diffusion and communication of Business Culture

Description: Program to publicize the Principality of Asturias' role in promoting Entrepreneurial culture. This should occur in Asturian society as a whole, particularly in the target groups, and bring all the activities carried out to public attention.

Objectives:

- Encouraging entrepreneurship among different collectives in Asturias through awareness-raising and motivation, training and information
- Provide information for the target groups on program content and lines of action, create awareness of aid packages for each stage of the entrepreneurial process
- Strengthen the image of public service expertise to support entrepreneurs, especially by reinforcing the image of chain or itinerary
- Use different channels of communication, appropriately combining direct and indirect diffusion, through the mass media and ICTs.

Measures:

- Awareness and motivation activities for the entrepreneurial collective. Diffusion and motivacional talks
- Media Campaign:
 - adverts (press, radio, television, billboards, banners)
 - Advertorials in press and specialist publications
 - Videos
 - TV programs on regional entrepreneurs
- New emprendeastur.com web: new, totally redesigned website as a reference tool for entrepreneurs, with access to the entire program of resources, support, documentation, online consulting, etc.. incorporating multimedia resources (videos, live broadcast of seminars, etc.).
- Informative materials : Book summarizing the Program, programs and brochures for dissemination
- Program of resources
- Day of the Entrepreneur: a meeting place between the institutions and agencies participating in the program and entrepreneurs, where many activities are carried out simultaneously: " knowledge capsules," "business opportunity workshops", " practical workshops", debates between Experts and entrepreneurs and also award ceremonies.... these should be combined simultaneously with the

possibility of visiting information and advice areas where all the entities involved in promoting Business in Asturias participate. Information should be available for all the areas of the entrepreneurial process: motivation, support for starting a business, finance, accommodation in business centers, and consolidation.

- Organizational renewal, incorporating changes to make it more useful to the entrepreneur.

Beneficiaries: Students in the education system, official and non-official
Public authorities, regional and local.
Companies and individual entrepreneurs.
Business associations.
Economic and social agents.

TABLA 30: DIFUSION ENTREPRENEURIAL CULTURE 2009-2012

	2009	2010	2011	2012	TOTAL PERIOD
ANNUAL TOTAL	380.000	380.000	380.000	380.000	1.520.000

6 FOLLOW UP AND EVALUATION

A key part in drawing up the II Program for entrepreneurial Culture is establishing objectives and resource allocation for various interventions in order to make them optimum.

To assess whether these objectives are met, and to what extent, is possible through the proper design of indicators, which are:

- ↳ Accessible (easy to identify and collect)
- ↳ Relevant (for those who want to measure)
- ↳ Faithful (to report the terms of the data being collected faithfully)
- ↳ Objectives (not ambiguous in its interpretation)
- ↳ Accurate (for the measure that we want to estimate)
- ↳ Sensitive (which facilitate collection and assessment of variables)
- ↳ Aggregates, generating an overview of the Plan

The monitoring of program which is so complex in its measures, actions, resources and goals requires the establishment of different indicators:

a) Program Indicators

- ↳ The performance indicators **intend to measure the degree of compliance with the operational objectives, and therefore refer to the activity performed within each measure**; the physical actions. These are measured in physical or economic units (No. talks given, number of self-employed receiving funded, published material, etc.)...
- ↳ The performance indicators **measure the performance of specific objectives**, and refer to the direct and immediate effects produced by the program. These indicators provide information on changes in the conduct, capacity or performance of the direct beneficiaries and may be material in nature (number of persons trained, number of people assessed, number businesses created).
- ↳ Impact indicators measure the achievement of the program's objectives, the consequences of the program beyond the immediate effects on its direct beneficiaries. Two impact concepts can be defined. The specific impact are those effects produced after a certain lapse of time but which are, however, directly related to the action. The overall impact is the longer-term effects affecting a wider population. Obviously, such assessment is complex and it is often difficult to establish causal relationships.

b) Efficiency Indicators, efficiency and performance

- ↳ **Efficiency** compares the tasks performed with those initially planned, for example, real outcomes with planned or estimated outcomes.
- ↳ **Efficiency** explores the relationship between actions, results and / or impact and resource used (primarily financial). The rates of effectiveness and efficiency are calculated for each measure in terms of outputs, outcomes and impact. They make it

possible to compare achievements reached (effectiveness) with the resources used (efficiency), providing useful information for decision-making to policy makers and evaluators of the program.

	Indicators	Effectiveness	Efficiency
Operative Objective	Material actions	Real/estimated actions	Action related to cost
Specific Objective	Results	Real/estimated results	Results en related to cost
General Objective	Impact	Real/estimated impact	Impact related to cost

Source: European Commission: Follow-up and Evaluation Indicators: a metodological Orientations

6.1.1 Timing of follow-up and evaluation systems

6.1.1.1 Follow-up

Monitoring indicators provide information related to the degree of success achieved for each of the implemented measures. Each of the entities involved will be observed independently. Semiannual or annual reviews will rectify any significant deviations from the set objectives. The Ministry of Industry and Employment will present an annual performance report which will include a detailed analysis of the monitoring indicators for each measure: data on the execution context of the measure, progress made in achieving the specific objectives of the measures - demonstrated quantitatively by the monitoring indicators adopted for this purpose; financial performance of the measure, again based on quantified indicators. Partial follow-up reports will also be submitted the Monitoring Committee of Economic Promotion ACEBA, the body which will supervise the II Program for the Promotion of Business Culture. They will periodically meet up with the social and economic agents who are firmees of the agreement to analyze and review it.

To facilitate the preparation of these reports, it is essential to establish a common framework for all the entities and agencies involved. It will be possible to make an integrated report on achievements by using a tool to obtain homogeneous information on performance indicators, ensuring coherent and constant updating of goals achieved.

6.1.1.2 Intermediate and final evaluación.

Regardless of the ongoing monitoring of the various measures included in the three strategic areas, it will be necessary will to carry out an intermediary evaluation to reorient any lines of action that are not showing adequate results, are not sticking to the objectives and the level to which they are achieving their goals.

Once the program has ended, its final evaluation will address own objectives, methodology, organization, services rendered, those involved, and the level of satisfaction of the beneficiaries. The process will analyze the results both quantitatively and qualitatively.

The final evaluation will allow the measurement of:

- ↳ **Efficiency** of the Program: relationship between results and objectives proponed in the program.
- ↳ **Impact** of the program in terms of actions and people who benefit: analysis of the dissemination and motivational activities, educational programs, the number of start-ups and the survival of these, employment generated, the number and amount of financial aid granted and access to technical services for the creation and consolidation of the businesses involved.
- ↳ **Usefulness** of the program in increasing and improving the quality of services and structures to support entrepreneurs.

In addition to these performance indicators, the evaluation process will also cover:

- ↳ The lessons learned and **the best practices identified**
- ↳ The **detected needs and weak areas needing improvement**

GLOSSARY

ENTREPRENEURIAL TRAINING

- **Entrepreneurial Culture**

A society that has entrepreneurial culture has an attitude of active participation in the changing its social environment and business community. Acquiring it allows the improvement of competitiveness and economic growth in a defined territory and a more active, participatory, creative and supportive society. The promotion of entrepreneurial culture involves working on two main aspects:

- The development of entrepreneurial skills in people, not necessarily focusing directly on business creation
- Specialized, modular, multi-level training which enables the creation and management of a company

- **Entrepreneurial qualities**

Skills, attitudes and behaviors that define an entrepreneur and guarantee their ability to define, manage and carry out a personal project. There is controversy in defining what the most important or necessary are. Some of the most common are: initiative, creativity, ability to take risks, perseverance, capacity for planning and communication, long-term vision, or persuasion.

- **Entrepreneur**

Person capable of starting something new that can transform an idea into a project, taking it forward. In an economic context, it is a person capable of transforming an idea into a business. Their personality as principal resource is endowed with the some of the above entrepreneurial skills, regardless of their geographic location, sex, age, cultural or business sector.

So the entrepreneur is usually defined as an individual with a sixth sense and intuition, with unique values and attitudes such as the need for self-improvement or the propensity to take risks, with a superior ability for innovation, with a high ability to organize resources, planning and motivating, with leadership skills and capacity to maximize opportunities in their environment.

- **Social Entrepreneur**

Nonconformist person who channels their entrepreneurial abilities in the attempt to achieve a significant and positive change in society by providing solutions for it: looking for channels and actions that can help improve it, using new techniques based on innovation, reinventing the forms of action and establishing new models of organization. They are already considered as a new sector in their own right.

- **Intraentrepreneur**

Term coined in 1985 by Guilford Pinchot, who defined the intraentrepreneurs as "entrepreneurial workers," referring to a class of persons acting as entrepreneurs, taking risks and turning them into business opportunities, but as employees within an existing organization.

These people have a number of features which distinguish them from other employees: they are able to detect and initiate new lines of business within the organization, work fast and independently, are capable of self-motivation, and often have a high leadership capacity.

- **Business Plan/Company Plan**

The Project or Business Plan is the document that identifies, describes and analyzes a business opportunity. It is a review of technical, economic and financial feasibility. It develops all the procedures and strategies necessary to turn it into a concrete business.

It is a useful tool as it enables the definition and putting into practice of an idea. It checks internal coherence and will also be plan to follow in the initial phase of the company to order to achieve objectives, serve as a monitoring and control the progress of the company.

At the same time is a document that may be filed with government agencies or private institutions to bid for grants, loans or any type of aid, and for presentation to potential partners or customers.

- **Spin-off**

An English term which expresses the idea of creating new businesses in other existing companies or organizations, whether public or private, which act as an incubator. Over time, they will gain legal, technical and commercial independence. In Spain, the term is often linked to the university environment, where companies come out of research projects.

- **OTRIS**

Transfer of University Research Results offices, incubators or seedbeds, science and technology parks are all basic elements in establishing the development of university spin-offs.

SUPPORT TOOLS

AWARENESS

- **Awareness Campaigns**

All activities organized / co-organized directed at raising awareness and motivation of entrepreneurs focused around Business Centers: talks, workshops, guided tours at the Business Centers, etc..

Excludes the Center's publicity and diffusion activities (in press appearances, brochures)

ASSESSMENT

- **People with entrepreneurial initiative.**

Those who attend the Center for the first time and those with a signed personal data sheet form or online form. It does not include telephone or face-to-face consultations demanding information.

- **Projects assessed for start-up**

Longer service, which involves linking the entrepreneur with the Center-through registration forms, contract, etc - regardless of whether that person carries out their business plan on the premises of the center or outsider of them.

This would include all projects providing support services for starting a business (including the Self-Employed Ticket).

- **Finalized Business Plans**

Documents produced with the support of the technical staff of the Center.

- **Companies created**

Number of companies created by people assisted by the Center in the period (RETA inscriptions / corporate charters)

TRAINING

- **Courses for entrepreneurs**

Courses organized by the Center to give entrepreneurs the knowledge and basic tools for transforming an idea into a business. It may include the presence of recently launched business people.

- **Courses for Business people**

Courses to improve company management, growth and consolidation. Organized by the Center, both for entrepreneurs installed in the Center and those who are not.

HOSTING

- **Companies housed (either with office or virtual: hosting)**

Companies that provide a hosting service in the Business Center. Business people located here have the possibility of receiving advice and training for building their businesses.

SAT CENTERS

- **Talks**

Short Talks which address the application of ICT solutions in different areas of Business, from a general perspective.

- **Workshops**

Practical sessions in which participating employers have the opportunity to experience ICT applications first hand.

- **Seminars**

Short sessions(1 or 2 hours) to provide technical expertise and specific ICT solutions, extending the more general information obtained through informative talks and workshops. The presentation of the solution is customized for the individual needs of each company.

- **Consultations**

Resolution of specific queries related to the effective use of existing technology or company needs in incorporating new technological elements.

- **Consultancy**

Analysis of all business processes of the company from a global perspective, as well as how ICT is used in each one. From the obtained technological diagnosis, a proposal is developed for implementation of various competitive solutions based on optimization and / or inclusion of ICTs in different processes, as well as an implementation plan for the proposed solutions.