

“The Italian Entrepreneurial Model”

a 5-Days Intensive Training Programme

organized by INSME

Over 30 Branch Leaders from the Riyadh Entrepreneurship Institute, Saudi Arabia participated to a five-days intensive training programme on “The Italian Entrepreneurial Model” that was organized by the International Network for Small and Medium Enterprises - INSME from the 8th to the 12th of June 2015 in Rome, Italy.

The tailor-made training initiative – the first of its kind – was a fruitful one for a double reason: on the one hand, the **implementation of a holistic approach** to the training activity, providing a detailed picture of the Italian entrepreneurial system as a whole. From idea generation to implementation, the training initiative provided participants with a relevant set of skills to enable an effective implementation of support measures to SMEs in Saudi Arabia. On the other hand, the training initiative was an excellent opportunity to deepen the collaboration with the National Entrepreneurship Institute and lay the base for future projects of mutual benefit.

Qualified trainers featured their experiences with support programmes for SMEs during the 5 days. On the first day Mr. Augusto Coppola, Director of the Acceleration Programme at LUISS Enlabs focused on “**The Eco-System for an Entrepreneurship Organization**” by stating that the key actors a start-up has to deal with are advisors, investors, corporations and research organizations. In addition he shared a best practice by referring to the methodology behind the success of the Acceleration Programme of LUISS Enlabs (taking mainly early stage digital start-ups to the market in only 5 months). Mr. Luigi Capello, CEO at LVenture Group took over the floor with a presentation on “**The Italian Entrepreneurial Model**” with a particular focus on the opportunities that venture capital offers. Mr. Roberto Magnifico drew the attention of the audience to “**The Skills for Branch Leadership on Creativity and Idea Management**” by emphasizing that innovation can be driven by creative products and pointed out 5 fundamental rules to client success.

On the 9th of June Mr. Dario Mazzella, Project Manager at META Group contributed to the training with a presentation on “**Innovative vs creative thinking in new innovative products and creative solutions to challenges at branches**” focusing on the most important steps to take to advantage from challenge driven innovation and thus enable the companies to solve problems, faster, more cost-effectively and with less risk. The second day training offer continued with Ms. Emanuela Dané’s presentation on “**Best practices on effective communication and marketing**” & “**How to be successful in generating better output and analyze the lessons learned**” by providing the audience with practical advices for a strategic business planning and fundamental processes such as the marketing mix and the marketing plan. On the second part of the presentation Ms. Dané also referred to some marketing campaigns using a non-conventional marketing strategy and together with Ms. Christin Pfeiffer a real challenge and case study from Saudi Arabia and the Riyadh Entrepreneurship Institute has been discussed in detail.

On the 3rd day Mr. Mazzella gave a presentation on **“Effective financing, effective methodologies: a comparison on diverse models and best practices of policy implications”** & **“How to get over the valley of death and grow a business to a medium sized company in a sustainable manner”** by highlighting the methodology META Group employs to support entrepreneurs and researchers unlock their potential through a number of capacity building activities. The last module of the 3rd day was jointly held by Mr. Joseph Tixier, Consultant at OECD (*INSME Moral Sponsor*) and Mr. Mazzella on **“Best practices on Entrepreneurs Award/Competition and model analysis of business idea competition/Award (as an example START-UP Marathons)”** who integrated the sessions with some concrete case studies from the OECD on how to design a business plan competition according to the targets, the objectives, the actors/partners involved and the related rewards to be considered.

The 4th day started with Mr. Tixier’s presentation on **“Entrepreneurship clinics, entrepreneurs support to better sustainability and skills development”** by highlighting the experience of HEInnovate – a self-assessment tool jointly developed by the OECD and the European Commission which analyzes 7 diverse dimensions of an entrepreneurial institution. Ms. Pfeiffer challenged the audience **by adapting the methodology to concrete issues in Saudi Arabia** and the participants jointly discussed the opportunities of improvement thanks to strategic networking and reviewing of a **common vision** with all national stakeholders of the innovation eco-system *in loco*. The 4th day also featured a round table held by Mr. Sandro Zicari, Head of the Technology Transfer Office at La Sapienza University of Rome on **how to commercialize research results** by focusing on the activities of the TTO and the procedures to support inventors. Together with his colleague Ms. Giorgia Nanula he offered precious insights on their methodology on how to incentivize and subsidize small companies to invest in intellectual property rights protection and exploitation.

The last day was dedicated to two expert meetings with the **Italian Agency for the Promotion of European Research** and the **Italian Confederation of Small and Medium Private Industry**, both actively involved in partnerships and project activities with companies and institutional bodies in Saudi Arabia. Representatives from both organizations shared their experiences regarding support programmes to SMEs and an interactive discussion session with the audiences completed the morning sessions.

Throughout the whole training, the audience was stimulated by Ms. Christin Pfeiffer to feel **actively engaged in the discussion with the trainers**. A constant availability to adapt the presentations to individual needs and **to use real examples from the Saudi Arabian context** was guaranteed. The participants were motivated to share their thoughts and comments and allowed the speakers to deepen some parts of their presentations to make sure the initiative could be perceived **as most appropriate** for the Riyadh Entrepreneurship Institute branch leaders.

The INSME Secretariat has analyzed the evaluation survey and the impact of the training initiative to improve the services offered to its members and come up with new ideas of collaborations for both INSME and Riyadh Entrepreneurship Institute in the near future by involving experts from universities, international organizations and knowledge owners (as the OECD) and private/public intermediaries and multipliers as well as financial actors.

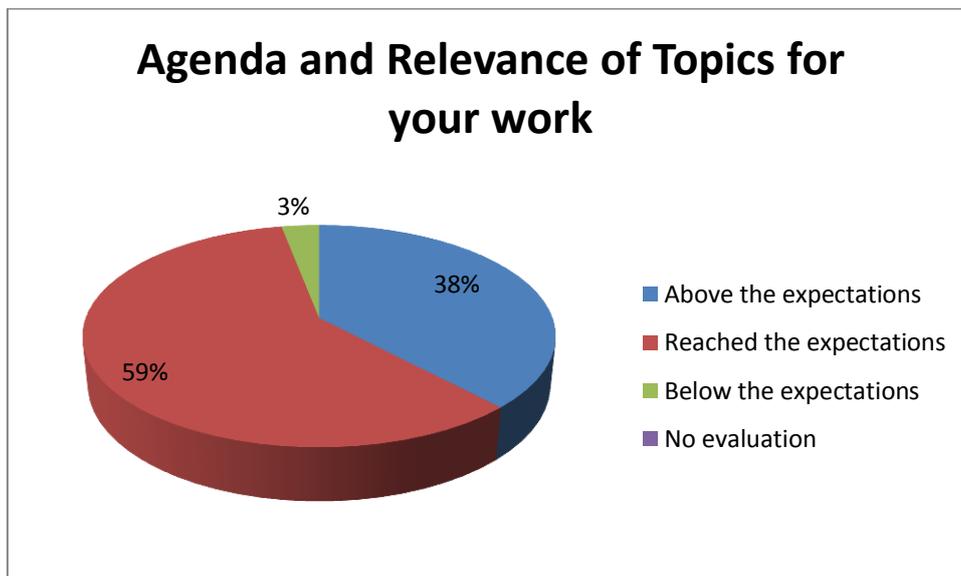
In-Depth Evaluation Report

based on individual assessment of the training

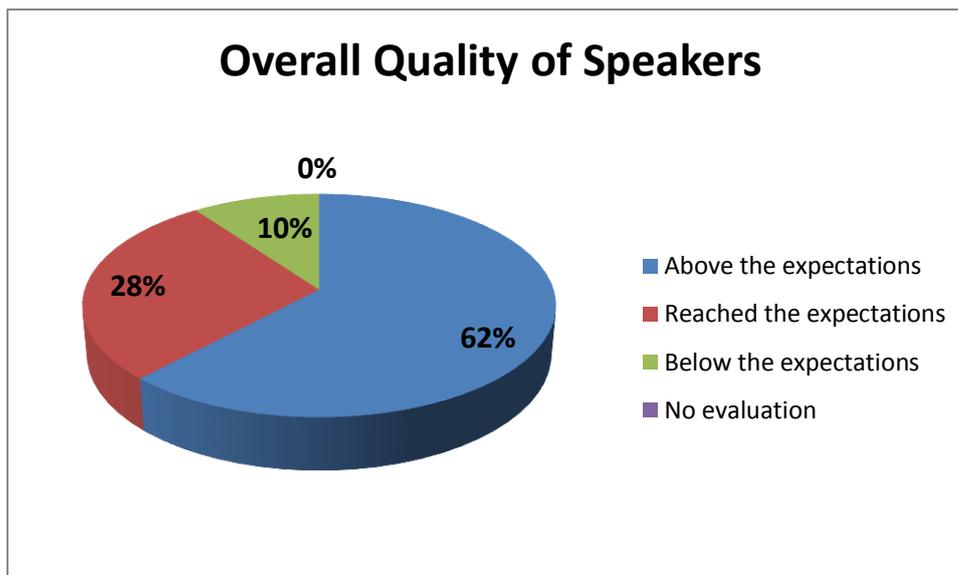
(launched and collected on the 12th of June 2015)

All overall the 5-days initiative has been perceived as **indisputable added value**, as proper evaluation by the 32 components has been widely above expectations (78%).

Nearly **4 out of 10** participants evaluated the **relevance of the topics and the agenda** as a whole **above their expectations**; only 3% expressed themselves negatively. The remaining 60% considered the selection of topics covered and expert insights as useful and relevant to their daily work.



By evaluating the **expertise and capability of the trainers and speakers** in engaging with the audience, a very positive feedback has been collected. **62%** of the participants considered the performance of the speakers as **above their expectations**, while 28% commented that it was in line with what the audience awaited. One out of 10 participants considered the offer as below average.



While **speakers' performances** has been evaluated **individually** as well, the level of perception varies among the participants of the training.

Highly appreciated were the inputs from **Ms. Pfeiffer** (83% above and 17% in line with the expectations); **Mr. Mazzella** (90% above, 3% in line and 7% below expectations), **Mr. Coppola** (83% above, 14% in line and 3% below expectations) together with **Ms. Dané** (76% above, 21% in line and 3% below expectations).

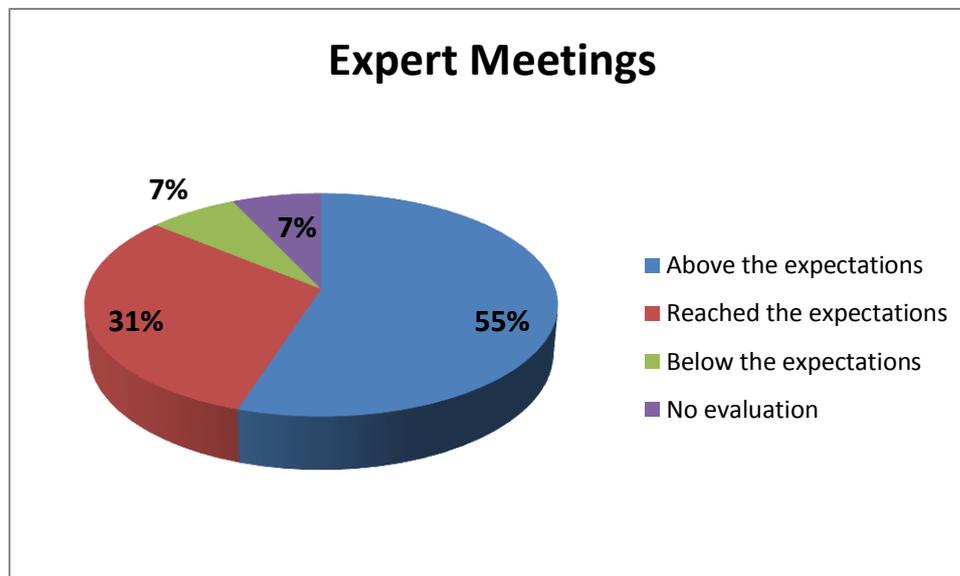
Also the **guest speaker** from the **OECD** (Mr. Tixier) scored above expectations; one out of 2 participants considered his performance above the average.

The same applied to the representation from **La Sapienza University of Rome**, as more than one third of the participants expressed themselves widely positive on both speakers (Ms. Nanula and Mr. Zicari) generating the result of 38% above, 45% in line with and 17% below expectations.¹

The fact that the training initiative was organized in diverse locations **highlighting and showcasing good practices** as well as the combination of the training with **selected Expert Meetings** at the Agency for the Promotion of European Research (APRE) on the last day has been perceived as uncontested value-add.

¹ Single graphs are available on request.

More than one out of two participants considered the meeting as **extremely relevant** (55%) and 31% commented on the initiative as useful. 7% instead did not perceive the added value, while 7% did not evaluate this part (as they might have left in advance).



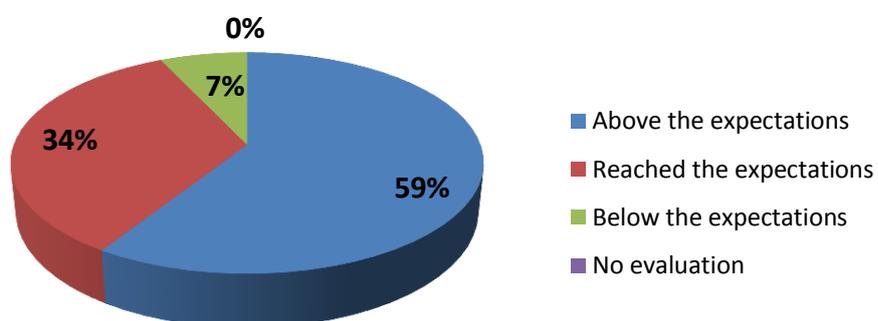
As the training was considered to be a **hands-on training** creating stable connections, interactions and partnerships in the future, INSME is particularly satisfied with its outcome and results collected within the survey and will carefully monitor all related developments in the future.

Last but not least, INSME's **support and hospitality** was appreciated and considered as **integral part of the success** of the 5-days initiative.

Assistance and availability of the INSME staff members was not limited to the arrangements of training content, material, social dinners and transfer, but **included also additional services** as the retinue during the cultural tour on an open bus (voluntary, offered by INSME) and for additional trips and sightseeing initiatives during the weekend.

59% warmly appreciated the high commitment, while 34% commented to be in line with proper expectations. 7% was not satisfied with the services offered, but did not leave additional feedback specifying the reasons.

Hospitality and Assistance provided by the INSME Secretariat



In general, Italy with its unique character, entrepreneurial eco-system and socio-cultural environment (food, fashion and furniture combined with other excellences) can be **considered a suitable country** for this kind of an interactive training and especially **Rome** – the eternal city – has been **appreciated as inspiring scene** for future collaborations or further editions of similar initiatives.