

***Draft***

EBSN European Business Support Network  
**EBSN Business Plan 2012+**

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**Agreed and submitted by  
the partnerships of the two combined projects**

**BalticSupply  
Interreg IVB Baltic Sea Region**

**NorthSeaSupplyConnect  
Interreg IV B North Sea Region**

**2009 - 2012**

## Content

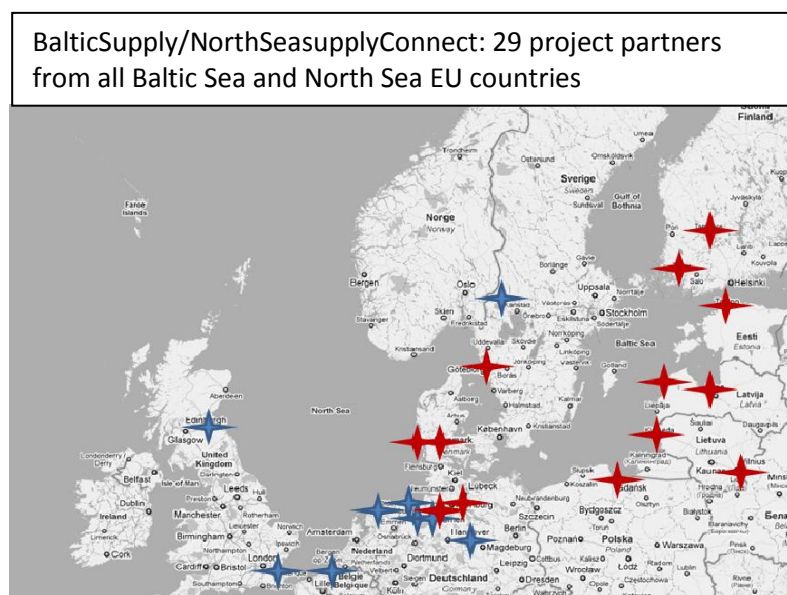
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## Definitions

## 1 Background: BalticSupply (BS) and North Sea Supply Connect (NSSC): two combined INTERREG projects

### 1.1 BS/NSSC: A cross-sectoral network of expertise in SME promotion

Over a period of 36 months (2009 – 2012) the combined INTERREG IVB Baltic Sea Region/North Sea Region projects BalticSupply / NorthSeaSupplyConnect (BS/NSSC) developed supporting structures for SMEs in order to facilitate access to inter-regional supply markets in Northeast Europe.



With 29 project partners from 19 regions in 11 Baltic Sea and North Sea countries the BS/NSSC partnership represents a cross-sectoral network of expertise in SME promotion combining competencies of Public Authorities, Regional Development Agencies (RDA), Business Development Organisations (BDO) as well as Knowledge Institutions.

The BS/NSSC partnership	
<b>Public Authorities</b> Bremen: Ministry of Economic Affairs, Labour and Ports – DE South Denmark European Office - DK Province of Groningen - NL Basildon District Council –UK Samenwerkingsverband Noord Nederland - NL	<b>Business Development Organisations</b> Hanseatic Parliament – DE The Latvian CCI – LV Regional Pomeranian CC – PL Turku Chamber of Commerce (CC) – FIN Edinburgh CC - UK KvK Kamer van Koophandel – NL
<b>Regional Development Agencies</b> Business Kolding – DK EMI-ECO Centre for Development Programs – EE Klaipeda Science & Techn. Park – LT Lithuanian Development Agency – LT Ventspils High Technology Park - LV WFB Bremen Economic Development – DE Arvika Näringslivscentrum – SE MARIKO Maritimes Kompetenzzentrum - DE NOM	<b>Knowledge Institutions</b> The Baltic Institute of Finland - FIN University of Latvia - LV PI - College of Social Sciences – LT SSPA Gothenburg – SE HWWI Institute of Internat. Economics – DE Napier University Edinburgh – UK Syntra West – BE University of Applied Sciences Emden-Leer – DE

Noord Nederland – NL POM West Flanders – BE	
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BS/NSSC has been launched and supported by Interreg funding to respond to economic challenges addressed by the European Commission as well as by regional authorities:

- At European level SME innovation, collaboration and competitiveness on global markets are recognised as driving forces of recovery from the economic and financial crisis and for the development of sustainable patterns of economic growth (Small Business Act, European Recovery Program, Europe 2020, Innovation Union).
- At regional level public authorities, RDA and BDO strive for expansion of their regional export bases and promote SME internationalisation and competitiveness for enhanced success on international markets.

Within this framework BS/NSSC partners jointly developed new promotional tools and services for SME innovation and collaboration at international scale and more particularly on supply markets in Baltic Sea and North Sea regions. Maritime, food/health and energy clusters have been identified as being strongly represented throughout the project area and therefore have been selected as reference industries for pilot development and testing of new instruments of SME promotion.

## 1.2 Strategy development based on partner contributions and expert debates

The BS/NSSC partnership committed to a joint effort in strategy development based on research, papers, presentations and expert debates shared by all partners and structured in 3 stages:

- Stage 1 served to establish a **common knowledge base and understanding** of promotional needs of SMEs and regional cluster organisations when they want to enter international markets and engage in collaboration networks beyond their regional business communities. Partners shared knowledge and data bases on regional cluster policies and supply markets as well as on promotional instruments to support SME internationalisation. experience in as well as in availability of
- Stage 2 was dedicated to the **development of new services and facilities** to support SME success on international supply markets. Partners examined the availability and role of electronic SME support services such as tender portals, innovation portals or company registers vis-à-vis procurement procedures established by international buyer companies. Against this background the concept of a joint internet-based Business Development Platform (BDP) operated by the partner network was agreed and a draft portfolio of services was defined.
- Stage 3 was used to **implement the BDP as a virtual service platform** ([www.eubizz.net](http://www.eubizz.net)) website with the **European Business support Network (EBSN)** acting as a personalized service delivery partnership designed for operation beyond the lifetime of the BS/NSSC projects. Following the public launch of eubizz.net the EBSN

services have been tested under real life conditions in spring and summer 2012 and finally adapted for continuous operation.

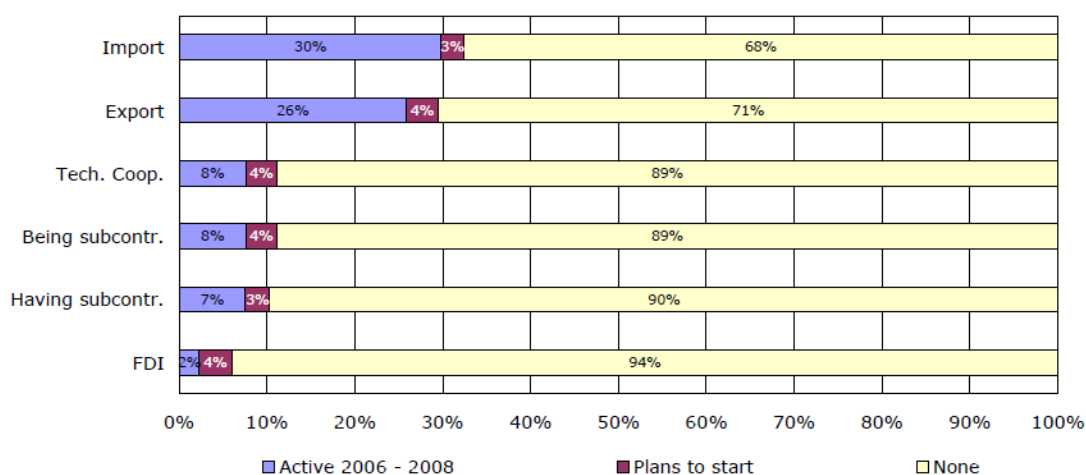
All three stages of the BS/NSSC project were substantiated by expert debates, discussions with companies and stakeholders in regional economic development and SME promotion as well as by dissemination activities through publications, videos, personal presentations at international trade fairs, conferences and regional business events (e.g. SMM Hamburg 2010, International Business Square Groningen 2010, Riga Food 2011, Edinburgh Conference 2012, Hanseatic Conference 2012, planned: SMM Hamburg 2012). Throughout the project progress of BS/NSSC has been reflected by a Political Advisory Group composed by senior political representatives of BS/NSSC partner regions. Advice provided by the Political Advisory Group has been duly reflected in the design and implementation of eubizz.net and the EBSN.

Against this background and as final document agreed by the BS/NSSC project partnerships the EBSN Business Plan submitted herewith sets out the strategy, organisation and practical terms for medium-term operation of eubizz.net.

## 2 EBSN Strategy 2012 onwards

Recent research commissioned by the European Commission clearly demonstrates that internationalization still offers ample development opportunities for European SMEs: roughly two thirds of European SMEs are not yet involved in international business activities and only a small percentage has experience in international business cooperation.

Figure 1 Percentage of European SMEs involved in international business activities, having concrete plans to start such activities or none at all. For various modes of internationalisation, all 33 countries



Source: Survey 2009, Internationalisation of European SMEs EIM/GDCC (N=9480).

At the same time most RDAs in their home regions are engaged in various forms of SME promotion with SME internationalization support as one focal service area. So far, however, SME internationalization support by RDAs is mainly addressed at SMEs in their home regions whereas cooperation with other RDAs or BDOs in SME promotion at international level is exceptional.

Against this background the main objective of the EBSN is to enable the transnational provision of services by RDAs' / BDOs and to provide quality support for SMEs on international supply markets. For this role the EBSN claims a Unique Selling Position by combining competencies and services established by EBSN partners in their home regions and bundling them to a new EBSN service portfolio addressed at SME suppliers as well as at buyer companies and RDAs and BDOs throughout Northeast Europe.

## 2.1 EBSN target groups

Being designed to address the main partners driving SME success on international supply markets the EBSN and eubizz.net must reflect the specific roles and interactions of SMEs, buyer companies and RDAs/BDOs in supply market procedures:

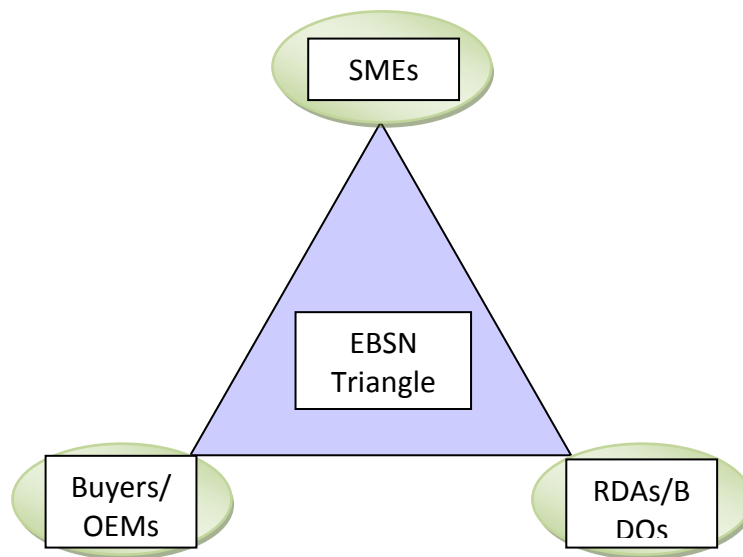
- **Northeast European SMEs** are the key EBSN target group; their market success depends on the competitiveness of their products and services vis-à-vis highly fragmented international supply chains, their capabilities to develop business relationships with buyer companies at international level, their attractiveness for international tendering partnerships and their skills and competencies to develop; SMEs are key beneficiaries of services provided by RDAs and BDOs to promote SME innovation, market development and competence-building.
- **RDAs/BDOs** are the main stakeholders of EBSN and eubizz.net. They must respond to the challenges of globalization and extend their SME internationalization support beyond the limits of their home regions; this may imply SME collaboration support at international level as well as the development of transnational service networks with other RDAs and BDOs or facilitation of access to their regional markets for companies not located in their home regions.
- **Buyer companies** are the ultimate beneficiaries of enhanced SME competitiveness on international supply markets; they capitalize on innovative and cost-efficient supply offerings by SMEs as well as on comprehensive SME tendering partnerships filling gaps in supply chains; they may also use EBSN to identify yet hidden suppliers of parts and components or to market their own tender calls via the Northeast European EBSN network.

As a consequence of the described roles and interactions EBSN and eubizz.net in their market orientation follow a triangle approach by

- enabling SMEs to address new markets and customer segments;
- extending RDAs' and BDOs' service portfolios in support of SME internationalization;

- facilitating buyer companies' or OEMs' access to yet hidden innovative and cost-efficient suppliers.

Fig...: The EBSN triangle approach



## 2.2 EBSN Service Portfolio

At the time of launch of eubizz.net on March 20, 2012 the EBSN service portfolio comprises the following nine services:

- (1) Operation of an offshore technology network;
- (2) Supplier information services for the food industry;
- (3) Conferences and business events
- (4) Services for matchmaking and brokerage
- (5) Supplier information services on training and mentoring offerings
- (6) Supplier information services on e-learning offerings
- (7) Search for international business partners
- (8) Online self-assessment tools for SME suppliers
- (9) Tendering services

This initial EBSN service portfolio is result of an extensive process of research, pre-selection of a wide range of possible services, narrowed down by BS/NSSC working groups to the above list of “getting-started services” and further specified for practical service delivery by EBSN partners through eubizz.net.

The selection of the initial EBSN services was based on the following criteria:

- Services shall build on core competencies of EBSN project partners in their capacities as RDA, BDO, public authority or knowledge institution;
- Services shall be suited for combined online and offline service delivery through eubizz.net and personal contributions by EBSN partners according to their professional competencies;
- Services shall be suited for transregional collaborative service delivery and to mobilize synergies between BS/NSSC project partners;
- Services shall provide clear benefits for SMEs competing on international supply markets as well as for RDAs/BDOs promoting SME internationalization and for buyer companies in search for innovative, cost-efficient suppliers;
- For each service at least one EBSN partner must commit to take over responsibility for service delivery.

All services are to one part designed for online delivery through eubizz.net and supplemented to the other part by personal (i.e. offline) services provided by EBSN partners according to their professional competencies and responsibilities. EBSN services may be categorized as

- Innovation services, i.e. services 1, 2,
- Training services, i.e. services 5, 6, 8,
- Market development services, i.e. services 3, 4, 7, 9.

The initial service portfolio provides the grounds for further services to be taken up as the EBSN develops and new partners join the network. The overview below (table ...) offers summary descriptions of the 9 initial services prepared for test delivery under eubizz.net during the 2012 pilot phase.



**To be completed: EBSN Service Portfolio – short descriptions of services 1 – 9 to be provided by service leaders.**

<b>EBSN Service Portfolio</b>	
<b>Operation of an offshore technology network</b> MARIKO/Fachhochschule Emden-Leer, DE	
<b>Information services for food industry suppliers</b> Business Kolding, DK	
EBSB information services for food industry suppliers offer opportunities to get easily in contact with relevant academic institutions, knowledge holders and clusters in the 11 Baltic Sea and North Sea countries. The information service is focused on the food industry and provides access to national expertise in food markets, food-related legislation, quality standards as well as to results of research and development. Contact details of relevant national institutions are presented under <a href="http://www.eubizz.net">www.eubizz.net</a> .	
<b>Conferences and business events</b> Edinburgh Napier University, UK	
<b>Services for matchmaking and brokerage</b> Ventspils High Technology Park, LV	
EBSN Services for Matchmaking and brokerage are offered under 2 service categories, i.e. “Matchmakings” and “European Events”. Target groups for both categories of services are SMEs/OEMs (industry), RDAs/BDOs (consultants) and other interested parties, e.g. business consultants.  Matchmaking and Brokerage Events provide an excellent opportunity for companies from Baltic sea region to discuss cooperation possibilities, to make potential business contacts and to introduce themselves. The main goal – to identify, collect and distribute information about relevant events / to publish them on <a href="http://www.eubizz.net">www.eubizz.net</a> Offline-Service (support from business consultant in each contributed country) Online-Service (on-line possibilities to apply for matchmaking event)	
<b>1. “Matchmakings”</b> RDAs/BDOs and other interested parties, e.g. business consultants are organizing a lot of matchmaking and brokerage events in Baltic Sea area and these events are published here. SMEs/OEMs have possibility to choose for them most relevant event and they will be provided with <u>efficient off-line support from organizers</u> .	
<b>2. “European Events”</b> EBSN have access to event’s data basis <a href="http://biztradeshows.com">biztradeshows.com</a> , where are collected all	

important (and for companies attractive) trade shows in all countries of the world. On the EBSN SMEs/OEMs will find a list of important events and trade fairs across the Baltic Sea and the North Sea area. The system is provide easy steps to find a right contact person and possibility to register for the event.

**Contact:** Salvis Roga: salvis.roga@vatp.lv / Natalija Nudga: natalija.nudga@vatp.lv

### **Training and mentoring services**

Hanseatic Parliament, DE

Hanseatic Parliament offers 2 categories of training seminars on SME internationalisation:

- trainings targeted directly at SMEs and
- trainings focusing on Business Development Agencies as a Train-the-Trainer seminars.

In particular the participants will be informed about the opportunities EBSN offers, the markets around the Baltic Sea Region and how to establish international cooperations.

All materials from 15 trainings held in the course of the BalticSupply project are available on the EUBIZZ website. In addition there is an overview report of trainings offered by other partners.

### **Supplier information services on e-learning offerings**

Syntra West, BE

E-learning offerings through different suppliers are collected in a database. The options are organized by service categories or the 13 categories in the online self-assessment tool for SME's:

- 1 strategy
- 2 financial
- 3 logistics / supply chain
- 4 customer service management
- 5 resource management
- 6 quality
- 7 suppliers / purchase
- 8 IT systems
- 9 Research & development
- 10 human resources
- 11 cluster food
- 12 Cluster energy
- 13 Cluster maritime

In each category you find various e-learning options. For each e-learning option, you can find the title of the education program, the language in which the course is provided, a hyperlink to the website where you can find more information about the course, and a summary of the course.

### **Search for international business partners**

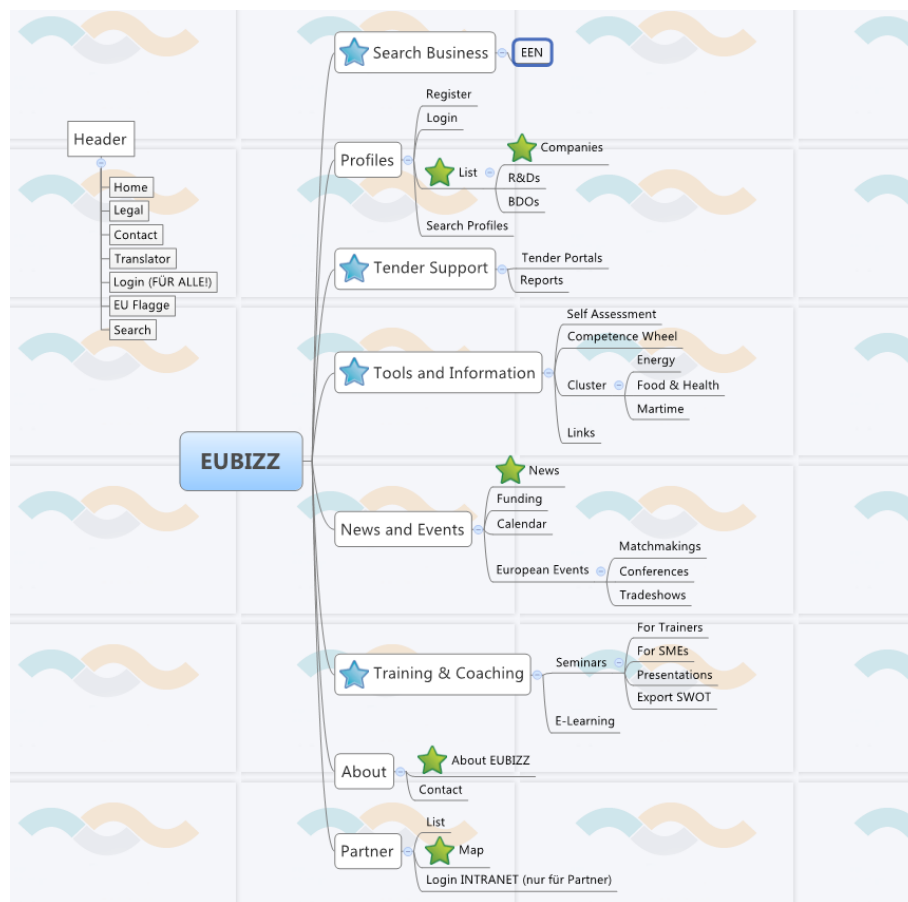
WFB Bremen Economic Promotion, DE

<p style="text-align: center;"><b>Online self-assessment tools for SME suppliers</b> Edinburgh Napier University/Basildon District Council, UK</p>	
<p style="text-align: center;"><b>Tender Services</b></p> <p style="text-align: center;">Klaipeda Science and Technology Park, LT / HWWI Institute of International Economics, DE</p> <p>EBSN Tender Services are offered under 2 service categories, i.e. “Tender Support Network” and “Tender Services for Buyer Companies”.</p> <p>Target groups for both categories of services are SMEs as well as buyer companies/OEMs, RDAs/BDOs and other interested parties, e.g. business consultants.</p> <p><b>1. Tender Support Network</b></p> <p>The network facilitates international tender proposals covering complete supply chains and developed by separate business units located throughout Northern Europe. Access to the Tender Support Network is open for SMEs, buyer companies, RDAs/BDOs and tendering consultants.</p> <p>For <b>SME suppliers</b> the tender support service is an opportunity to organize consortia for tender proposals that they would not be able to submit alone. By doing so SME suppliers would increase their competitiveness and would find new business opportunities.</p> <p>For <b>buyer companies</b> the service creates the possibility to innovate existing supply chains by forming new partnerships and finding innovative products and suppliers.</p> <p>Activities of the Tender Support Network include:</p> <ul style="list-style-type: none"> <li>- Tender monitoring and information</li> <li>- SME tender collaboration support</li> <li>- Business mentoring, consultancy and training in tendering</li> <li>- Support in tender proposal submission</li> <li>- OEM tender promotion through the EBSN</li> </ul> <p><b>2. Tender Services for Buyer Companies</b></p> <p>Procurement managers and sourcing departments searching for</p> <ul style="list-style-type: none"> <li>- innovative technologies</li> <li>- specialized supply companies</li> <li>- hard-to-find skills and services</li> </ul> <p>will benefit from tender services provided by the EBSN representing 29 partners associated with innovative small and medium-size suppliers in 18 regions throughout Northern Europe.</p> <p>EBSN Tender Services for buyer companies include:</p> <ul style="list-style-type: none"> <li>- EBSN supplier search service</li> <li>- EBSN tender promotion service</li> <li>- EBSN service “Innovation Partnerships”</li> </ul> <p><b>Contact:</b> Andrius Sutnikas: <a href="mailto:projects@kmtip.lt">projects@kmtip.lt</a> / Nikolai Lutzky: <a href="mailto:lutzky@hwwi.org">lutzky@hwwi.org</a></p>	<p style="text-align: center; background-color: #92d050; border: 1px solid black;"><b>Sample !</b></p>

## 2.3 EBSN website “eubizz.net” for collaborative service delivery

Public access to all EBSN services is provided through the EBSN website [www.eubizz.net](http://www.eubizz.net). Launched on March 20, 2012 eubizz.net is operated as the central EBSN market place for information, service provision, networking and communication. The website offers a wide range of functionalities including document management, information search, registration for individual services, event calendar and online communication among and with EBSN partners.

Structure of the website :



## Welcome Page:



## Screenshots of individual pages of www.eubizz.net:

### (1) Search Business

- Integration of EEN Database. Users can search concrete business opportunities all over Europ, sorted by date, country. A search function is integrated
- Interest parties can get in contact via the local partner of the EEN network directly via the EUBIZZ interface



The screenshot displays the EUBIZZ website interface. At the top, there is a navigation bar with links: Home, Contact, Translator, Login, Legal, and a search bar. Below this is a secondary navigation bar with links: SEARCH BUSINESS, FIND PROFILES, TENDER SUPPORT, TOOLS & INFORMATION, NEWS & EVENTS, TRAINING & COACHING, ABOUT, and PARTNER. The main content area is divided into several sections:

- EEN Database Guideline:** A section explaining the Enterprise Europe Network and its purpose, accompanied by the EEN logo.
- News:** A section featuring a news item dated Monday, 30 April 2012, titled "Venture Lab for Groningen".
- EEN Database:** A section displaying a list of technology profiles. It includes a search bar and a table of results.

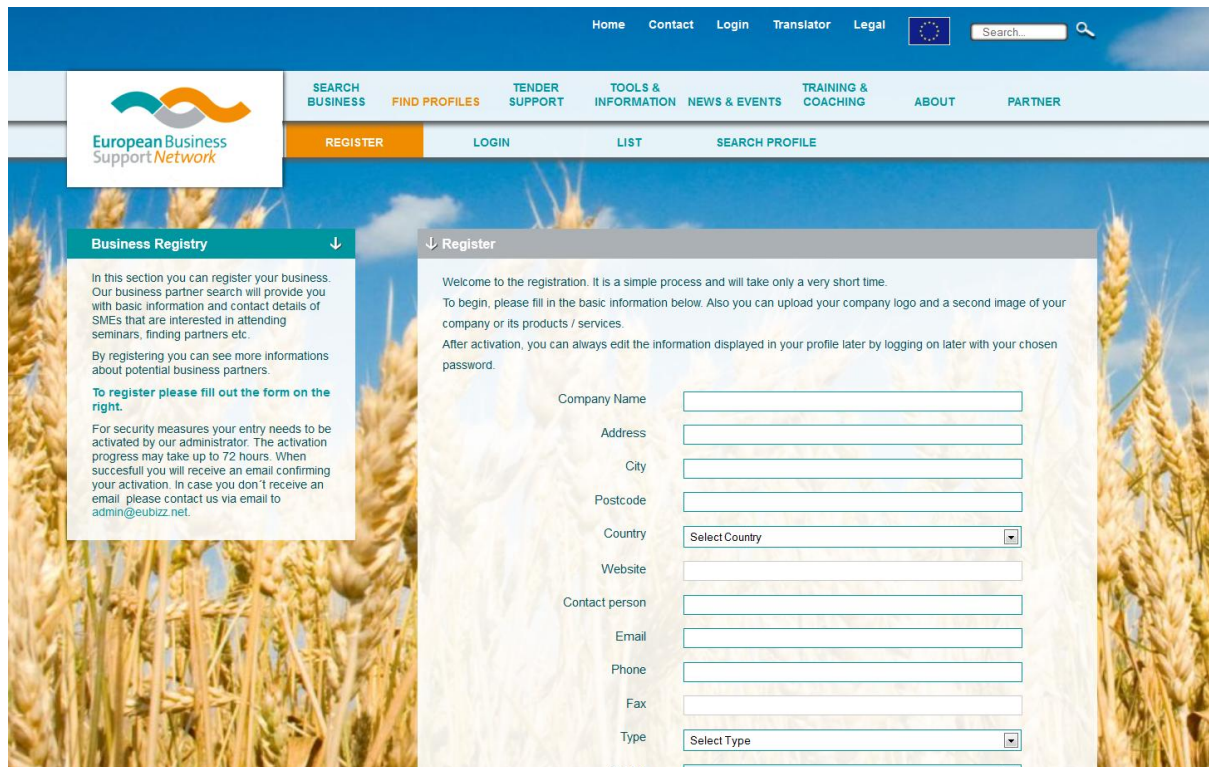
The **Technology Profiles** table is as follows:

by Date	Search			
2012/04/27	Mobile Dual-Pulse Instrument for Laser Induced Plasma Spectroscopy Analysis	Italy	OFFER	
2012/04/27	Method to determine the integrity of positioning information in a Global Positioning System	Netherlands	OFFER	
2012/04/27	Waste sludge digestion process by sequential intermittent ozone dosing.	Turkey	OFFER	
2012/04/27	PS-CIP-Eco-Innovation: Biobased material for packaging or structural applications as an EPS substitute	Netherlands	REQUEST	
2012/04/27	Nanometric markers: High-efficacy and fast molecular finding	Spain	OFFER	
2012/04/27	Webcam Based Alternative to Human Booth Scanners	United Kingdom	OFFER	
2012/04/27	Development of a custom flat screen (LCD, OLED)	France	REQUEST	
2012/04/27	The line for sewing quilts and quilted products	Poland	REQUEST	
2012/04/27	Carbon Footprint determination based on Life Cycle Analysis.	Spain	OFFER	
2012/04/27	A process to recycle asbestos to non lethal mass for re-use as cement	Netherlands	OFFER	
2012/04/27	Design, development and production of miniaturized molecular diagnostic biosystems	Spain	OFFER	

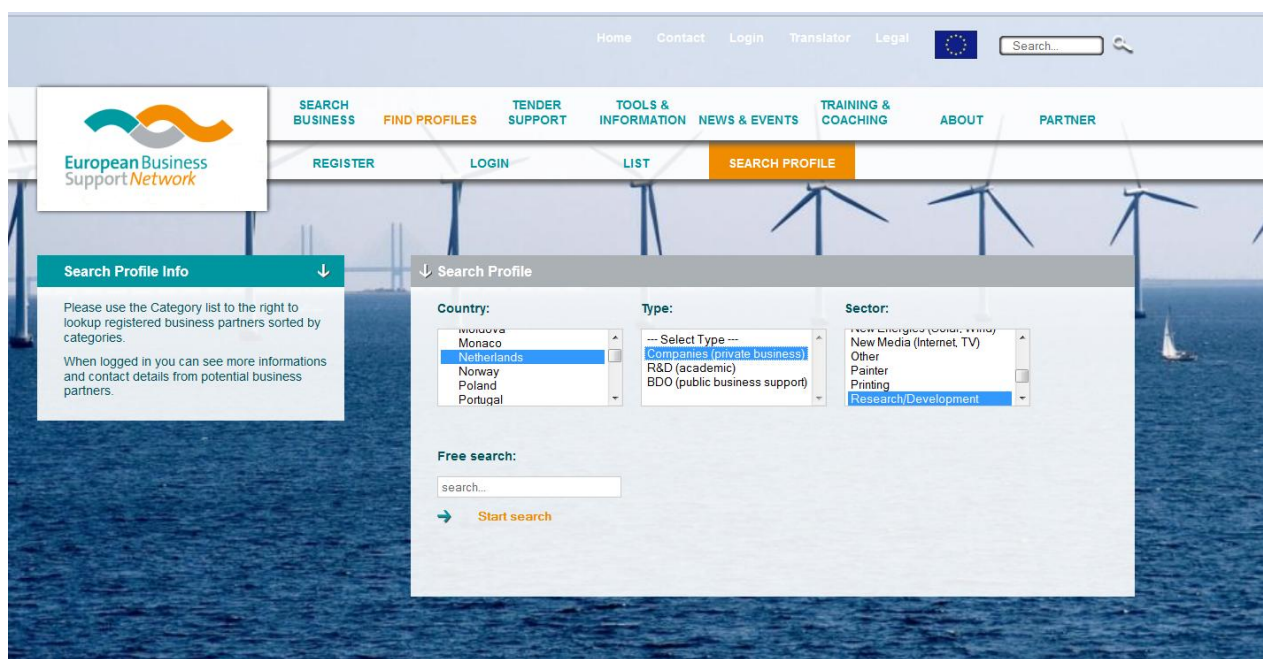


## (2) Find Profiles

- Companies (like SMEs and OEMS) , R&D Institutions (like universities or polytechnics) and business development agency (like chambers or public administrations) can register and create their own profile
- An integrated search function supports the location of potential cooperation partners



The screenshot shows the EBSN website with a navigation bar at the top containing links: Home, Contact, Login, Translator, Legal, and a search bar. Below the navigation bar is a secondary menu with links: SEARCH BUSINESS, FIND PROFILES, TENDER SUPPORT, TOOLS & INFORMATION, NEWS & EVENTS, TRAINING & COACHING, ABOUT, and PARTNER. The main content area features a 'Business Registry' section on the left and a 'Register' form on the right. The 'Business Registry' section includes a welcome message and instructions for registration. The 'Register' form contains fields for Company Name, Address, City, Postcode, Country (dropdown), Website, Contact person, Email, Phone, Fax, and Type (dropdown). A 'Register' button is at the bottom of the form.



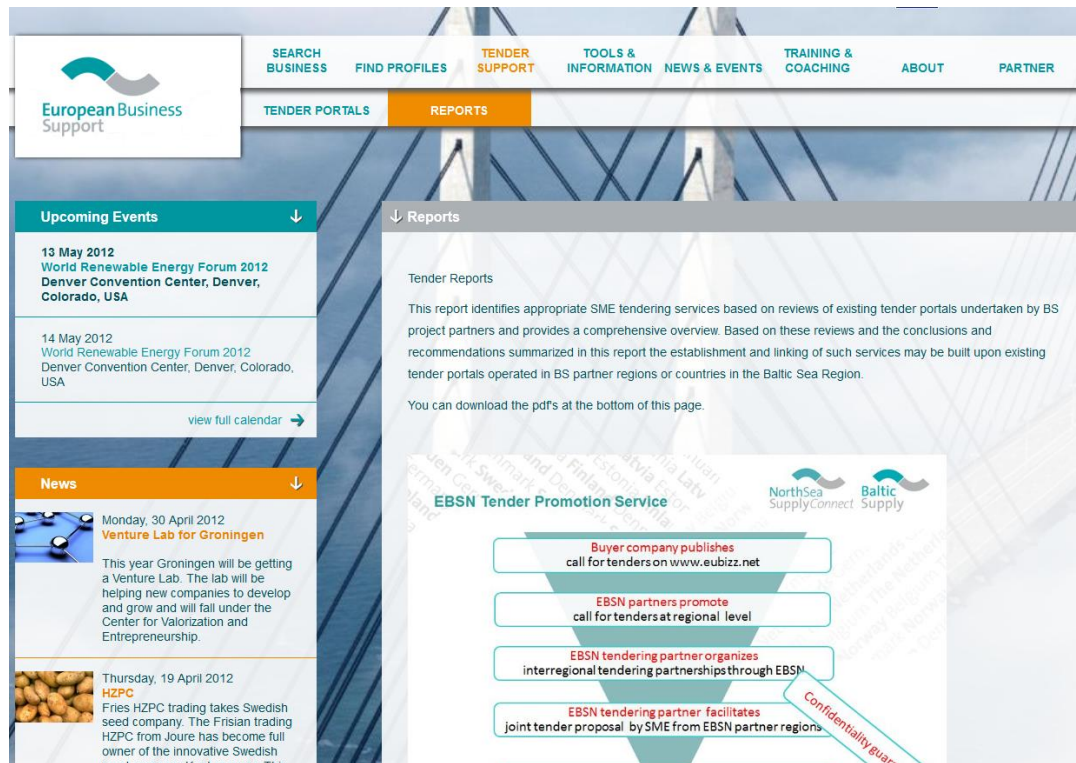
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### (3) Tender Support

- Description of Tender Services:  
Tender support network  
Tender services for buyer companies
- Contact details of Tender Service Delivery Partners
- In progress: Information about tendering opportunities
- In progress: Innovation networks







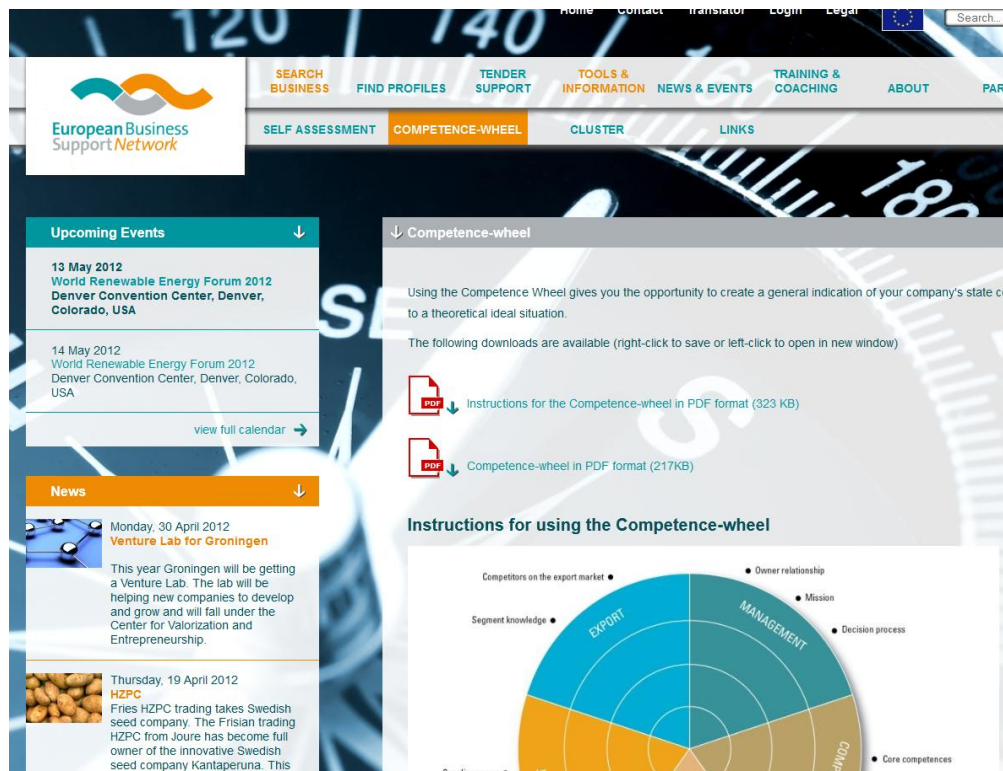
The screenshot shows the European Business Support Network website. The top navigation bar includes links for SEARCH BUSINESS, FIND PROFILES, TENDER SUPPORT, TOOLS & INFORMATION, NEWS & EVENTS, TRAINING & COACHING, ABOUT, and PARTNER. Below this, there are tabs for TENDER PORTALS and REPORTS. The left sidebar contains sections for Upcoming Events (listing the World Renewable Energy Forum 2012) and News (including a story about a Venture Lab for Groningen). The main content area is titled 'Reports' and features a section for 'Tender Reports' with a description of the report's purpose and a download link. Below this is a diagram titled 'EBSN Tender Promotion Service' showing a flow from 'Buyer company publishes call for tenders on www.eubizz.net' to 'EBSN partners promote call for tenders at regional level' to 'EBSN tendering partner organizes interregional tendering partnerships through EBSN' to 'EBSN tendering partner facilitates joint tender proposal by SME from EBSN partner regions'. A 'Confidentiality guarantee' banner is also visible.

#### (4) Tools & Information

- Self Assessment: Companies can use this tool to benchmark their own performance.
- Competence Wheel - ???
- Information and links to clusters in the field of Energy, Maritime and Food&Health



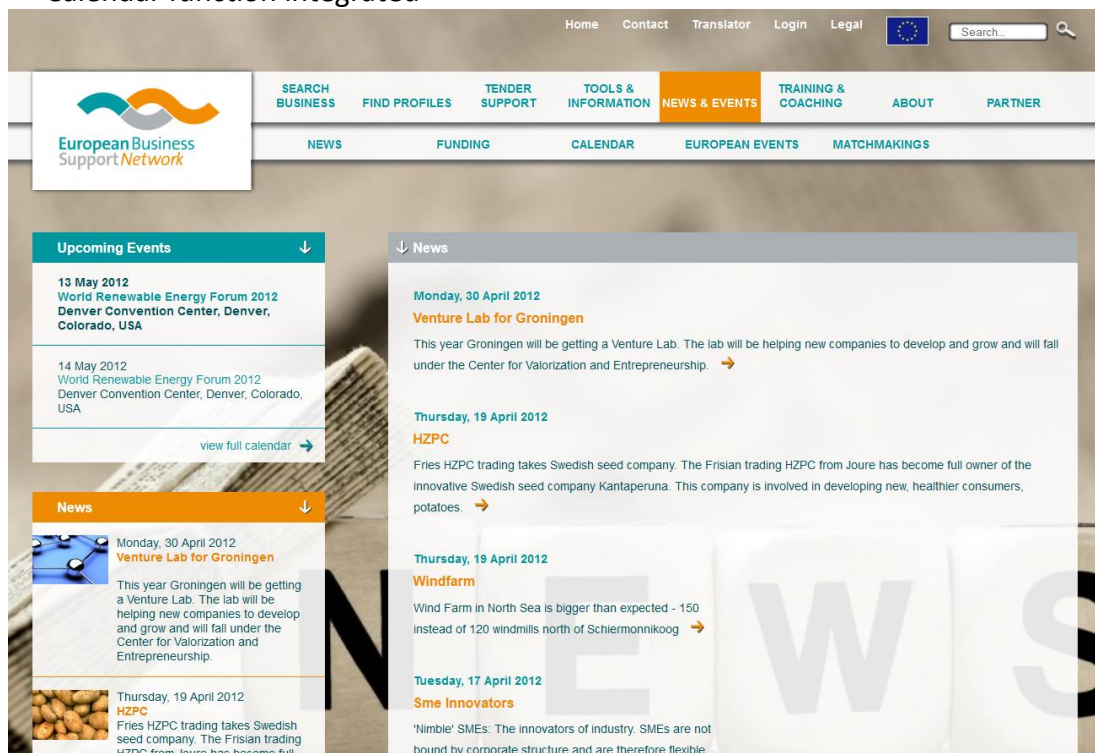
The screenshot shows the European Business Support Network website with the 'Tools & Information' section selected. The top navigation bar is the same as in the previous screenshot. Below it, there are tabs for SELF ASSESSMENT, COMPETENCE-WHEEL, CLUSTER, and LINKS. The left sidebar remains the same. The main content area is titled 'Tools & Information' and contains text explaining the challenges SMEs face in international markets and the role of the European Business Support Network. It lists three clusters: Energy Cluster, Maritime Cluster, and Food & Health Cluster. At the bottom, there is a graphic of several arrows pointing in different directions.



The screenshot shows the European Business Support Network website. The top navigation bar includes links for SEARCH BUSINESS, FIND PROFILES, TENDER SUPPORT, TOOLS & INFORMATION, NEWS & EVENTS, TRAINING & COACHING, ABOUT, and PARTNER. Below this, a secondary navigation bar highlights SELF ASSESSMENT, COMPETENCE-WHEEL, CLUSTER, and LINKS. The main content area is divided into two columns. The left column features 'Upcoming Events' and 'News' sections. The 'Upcoming Events' section lists two events: '13 May 2012 World Renewable Energy Forum 2012 Denver Convention Center, Denver, Colorado, USA' and '14 May 2012 World Renewable Energy Forum 2012 Denver Convention Center, Denver, Colorado, USA'. The 'News' section shows two articles: 'Monday, 30 April 2012 Venture Lab for Groningen' and 'Thursday, 19 April 2012 HZPC'. The right column features the 'Competence-wheel' section, which includes a description of the tool, download links for instructions and the wheel itself, and a diagram of the wheel. The diagram is a circular chart divided into segments for EXPORT, MANAGEMENT, and COMPETENCE, with various sub-segments and labels like 'Competitors on the export market', 'Owner relationship', 'Mission', 'Decision process', 'Core competences', 'Supplier cover', and 'Segment knowledge'.

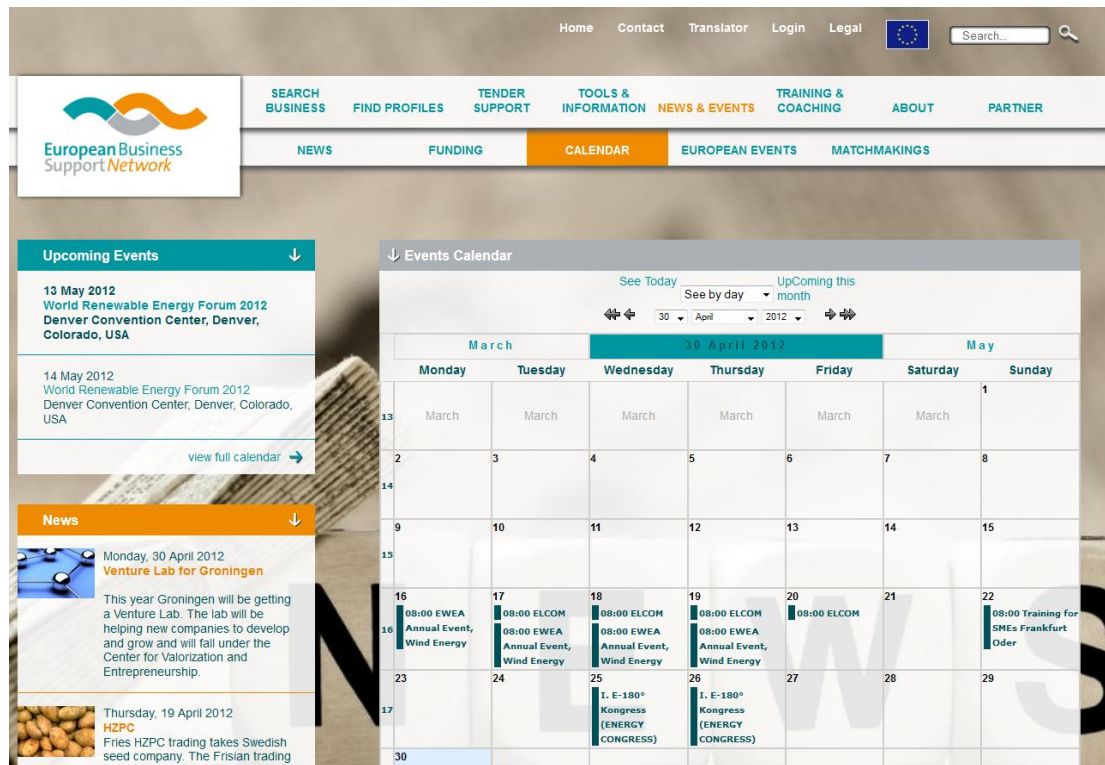
## (5) News & Events

- News are listed, sorted by date. The latest two news are always displayed in the little left window on most pages
- Upcoming Events are listed
- Calendar function integrated



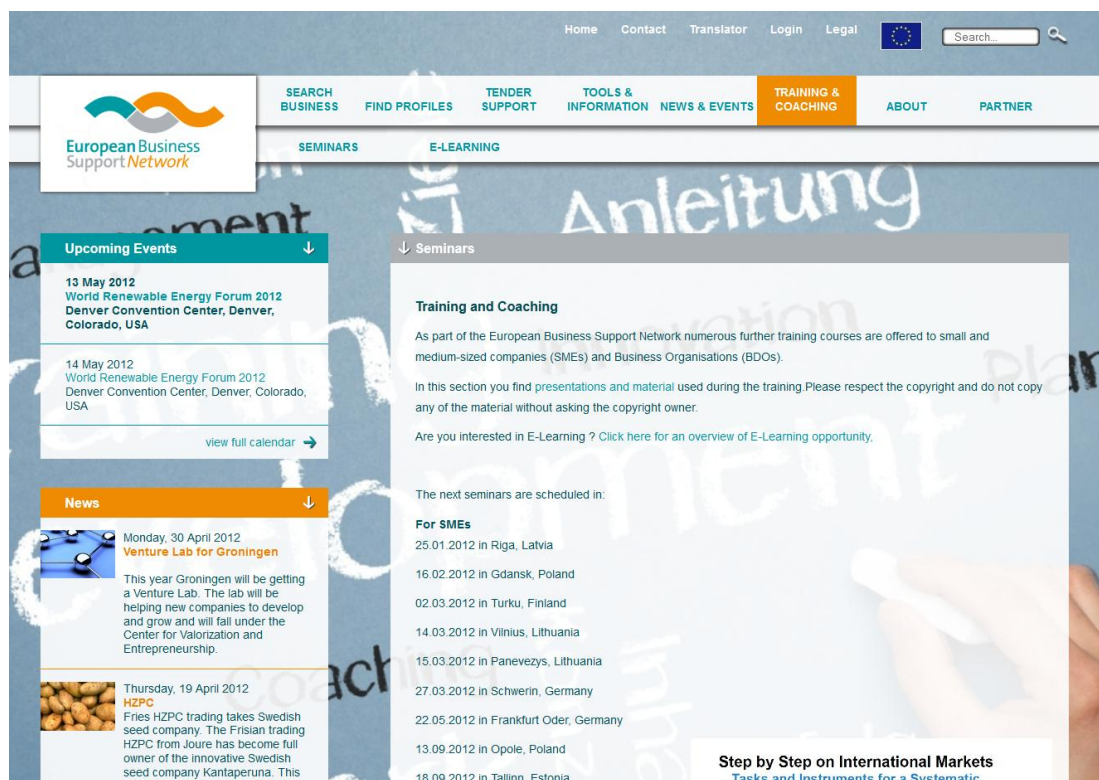
The screenshot shows the European Business Support Network website with the 'News & Events' section selected in the top navigation bar. The main content area is divided into two columns. The left column features 'Upcoming Events' and 'News' sections. The 'Upcoming Events' section lists two events: '13 May 2012 World Renewable Energy Forum 2012 Denver Convention Center, Denver, Colorado, USA' and '14 May 2012 World Renewable Energy Forum 2012 Denver Convention Center, Denver, Colorado, USA'. The 'News' section shows two articles: 'Monday, 30 April 2012 Venture Lab for Groningen' and 'Thursday, 19 April 2012 HZPC'. The right column features the 'News' section, which lists three articles: 'Monday, 30 April 2012 Venture Lab for Groningen', 'Thursday, 19 April 2012 HZPC', and 'Thursday, 19 April 2012 Windfarm'. The 'Windfarm' article mentions 'Wind Farm in North Sea is bigger than expected - 150 instead of 120 windmills north of Schiermonnikoog'. Below these, there is a section for 'Tuesday, 17 April 2012 Sme Innovators'.

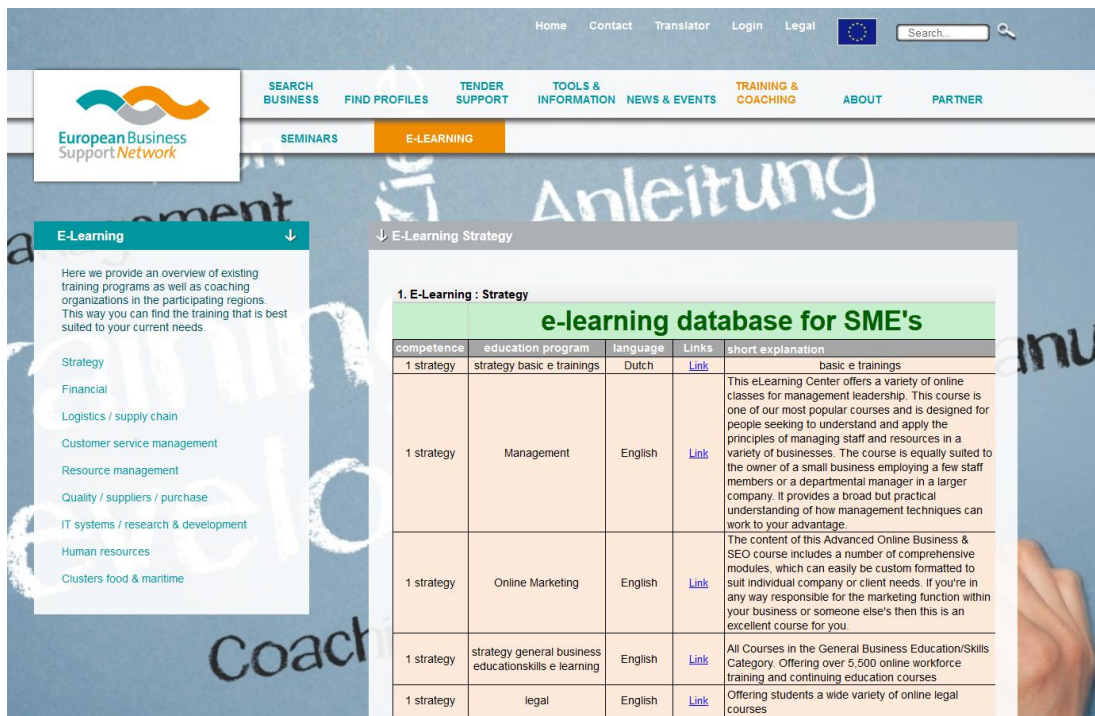




## (5) Training & Coaching

- Trainings and Coaching Seminars implemented by the partners are listed
- Report with an overview of trainings and mentoring services available for download
- Compilation of E-Learning, sorted by different categories





**E-Learning**

Here we provide an overview of existing training programs as well as coaching organizations in the participating regions. This way you can find the training that is best suited to your current needs.

- Strategy
- Financial
- Logistics / supply chain
- Customer service management
- Resource management
- Quality / suppliers / purchase
- IT systems / research & development
- Human resources
- Clusters food & maritime

**E-Learning Strategy**

**1. E-Learning : Strategy**

competence	education program	language	Links	short explanation
1 strategy	strategy basic e trainings	Dutch	<a href="#">Link</a>	basic e trainings
1 strategy	Management	English	<a href="#">Link</a>	This eLearning Center offers a variety of online classes for management leadership. This course is one of our most popular courses and is designed for people seeking to understand and apply the principles of managing staff and resources in a variety of businesses. The course is equally suited to the owner of a small business employing a few staff members or a departmental manager in a larger company. It provides a broad but practical understanding of how management techniques can work to your advantage.
1 strategy	Online Marketing	English	<a href="#">Link</a>	The content of this Advanced Online Business & SEO course includes a number of comprehensive modules, which can easily be custom formatted to suit individual company or client needs. If you're in any way responsible for the marketing function within your business or someone else's then this is an excellent course for you.
1 strategy	strategy general business education/skills e learning	English	<a href="#">Link</a>	All Courses in the General Business Education/Skills Category. Offering over 5,500 online workforce training and continuing education courses
1 strategy	legal	English	<a href="#">Link</a>	Offering students a wide variety of online legal courses

## (6) About

- Users find information about EUBIZZ
- The background of the project is explained, with links to NSSC and BS websites



**Support Network**

The network is financed by public funds and has no commercial interest - the partners are here to support you.

Two European-funded projects Baltic Supply and North Sea Supply Connect joined forces to run the European Business Support Network.



North Sea Supply Connect is co-funded by the European Union's North Sea Region Programme 2007-2013.

Baltic Supply is co-funded by the European Union's Baltic Sea Region Programme 2007-2013.

**About EUBIZZ**

Two European-funded projects Baltic Supply and North Sea Supply Connect decided to join forces and create a larger network across the North Sea and Baltic Sea regions for your benefit.

All partners in the network have a thorough knowledge of their regional markets and economic structure. Each and every partner is dedicated to strengthening the local business community. It is in this mutual interest that the partners share their knowledge and resources to the advantage of their local businesses. Now you can find partners within eighteen regions in twelve European countries. The progress for your company may be just a few clicks away.

Find your local partner near you here !

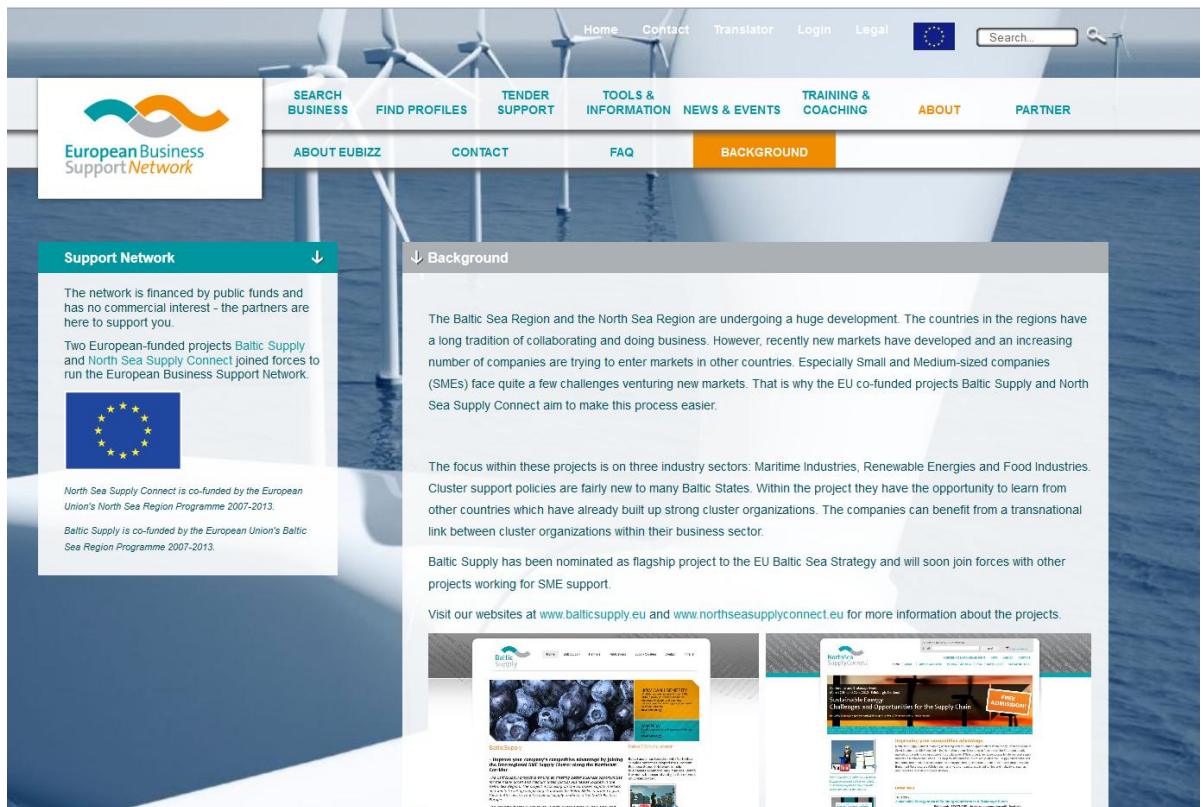
- o **Ten Business Development Agencies** - specialized in SME consulting and funding
- o **Six Chambers of Commerce and Business organizations** - dealing with SME requirements
- o **Five Public Authorities** - responsible for Economic policy, legislation and EU collaboration
- o **Eight Knowledge Institutions** - supporting innovation processes and internationalisation

Click on the image below to read or download full brochure

**Network Partners – Dedicated to the development of your business!**

Two European-funded projects Baltic Supply and North Sea Supply Connect decided to join forces and create a larger network across the North Sea and Baltic Sea regions for your benefit.

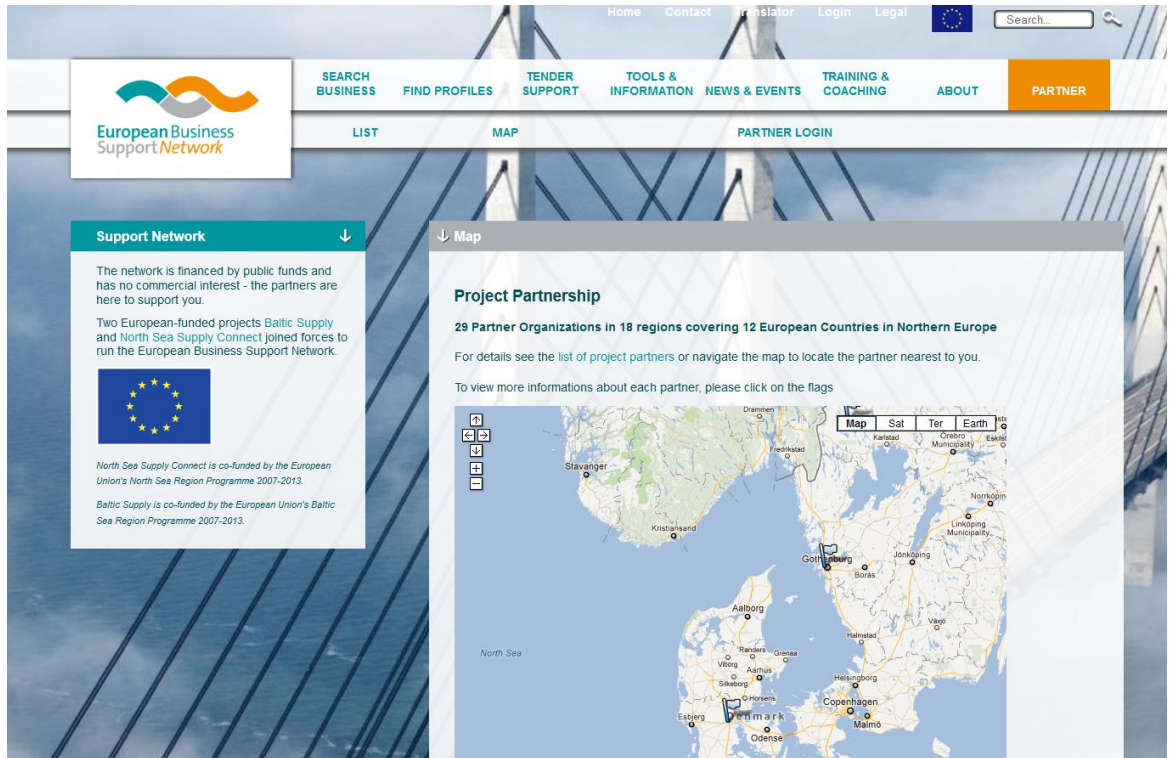
All partners in the network have a thorough knowledge of their regional markets and economic structure. Each and every partner is dedicated to strengthening the local business community. It is in this mutual interest that the partners share their knowledge and resources to the advantage of their local businesses. Now you can find partners within eighteen regions in twelve European countries. The progress for your company may be just a few clicks away.





## (7) Partners

Profiles of project partners are found here and can be localized via a map or sorted list.



The screenshot shows the website interface with the 'PARTNER' tab selected. The 'Map' view displays a map of Northern Europe with 29 partner organizations marked. A sidebar on the left provides information about the Support Network, including text about public funding and logos for the European Union and the North Sea Supply Connect project.

**Support Network**

The network is financed by public funds and has no commercial interest - the partners are here to support you.

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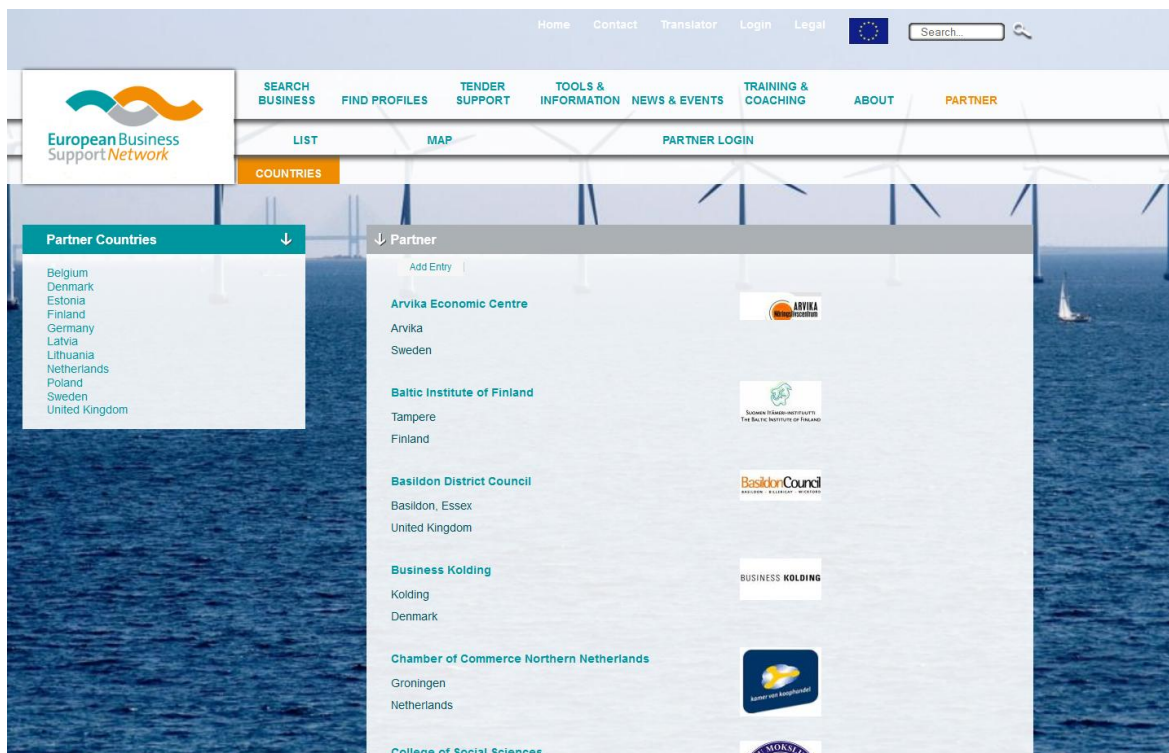
Baltic Supply is co-funded by the European Union's Baltic Sea Region Programme 2007-2013.

**Project Partnership**

29 Partner Organizations in 18 regions covering 12 European Countries in Northern Europe

For details see the [list of project partners](#) or navigate the map to locate the partner nearest to you.

To view more informations about each partner, please click on the flags



The screenshot shows the website interface with the 'PARTNER' tab selected. The 'List' view displays a list of partner organizations, including their names, locations, and logos. A sidebar on the left provides information about the Partner Countries, including a list of countries and logos for the European Union and the North Sea Supply Connect project.

**Partner Countries**

Belgium  
Denmark  
Estonia  
Finland  
Germany  
Latvia  
Lithuania  
Netherlands  
Poland  
Sweden  
United Kingdom

**Partner**

Add Entry

**Arvika Economic Centre**  
Arvika  
Sweden

**Baltic Institute of Finland**  
Tampere  
Finland

**Basildon District Council**  
Basildon, Essex  
United Kingdom

**Business Kolding**  
Kolding  
Denmark

**Chamber of Commerce Northern Netherlands**  
Groningen  
Netherlands

**College of Social Sciences**

**Technical background of the website:**

The website is based on the open source Content Management System Joomla; it has been programmed in late summer 2011 in version 1.7 and recently been updated to the latest version 2.5 which will be supported at least until 2015:

Programmed template allow easy management of site and creation of new content  
Many modules than can be adapted like JEvents, K2 etc.

Database with individual profiles of users

Document management system (all current sort of files like pdfs, docs, pictures etc.)

Integrated Search functionality

User group management

Newsletter System

Search Engine Optimized

**2.4 EBSN pilot operating experience**

*Tbc: summary of evaluation reports (O5.4.1-3), adaptation reports (O5.5.1-3 )*

*Result: Adapted Service Portfolio for continuous EBSN operation (TL 5.4/5.5 SWAH, 5.3 SW)*

*due: July 2012*

### 3 Organisation and management for continuous EBSN operation

#### 3.1 Organisation chart: Roles and responsibilities of EBSN partners

Organisation and management for continuous operation of the EBSN and eubizz.net basically follows the Hub and Spokes model with a central operating unit (“Hub operator”) and decentralized service delivery units (“Leading service delivery partners” responsible for individual services, “Contributing service delivery partners” providing input to delivery of specific services). In addition “Supporting partners” contribute conceptual, political and dissemination support to EBSN and eubizz.net. For the 2012 pilot phase BS/NSSC partners have agreed on the following distribution of roles and responsibilities among EBSN partners:

**Table :** EBSN Partner categories and responsibilities

Partner categories/ Partners	Roles and responsibilities
<b>1. Hub Partner organization</b>	Technical management of <a href="http://www.eubizz.net">www.eubizz.net</a> including updating of the service portfolio, contact point for EBSN partners and external inquiries, uploading of website contents, administration of Content Management System. Legal representative of EBSN and eubizz.net. In collaboration with “Leading Service Delivery Partners”: Admission of new partners to the EBSN.
<b>2. Leading service delivery partners</b> e.g. Knowledge institutes, Regional development agencies, Business Development organizations, Cluster management organizations, Chambers of Commerce etc. willing to take over the lead responsibility for a service within the EBSN network and present this service on the eubizz.net platform.	Overall responsibility for individual services as defined in the EBSN Business Plan including service definition, presentation on eubizz.net, service delivery, contact point.
<b>3. Contributing service delivery partners</b> e.g. Knowledge institutes, Regional development agencies, Business Development organizations, Cluster management organizations, Chamber of Commerce etc.	Support for delivery of specific services or provision of special competencies, e.g. see all above services
<b>4. Supporting partners</b> Organizations responsible for political or administrative support of SME promotion, innovation, cluster management, interregional cooperation.	Give conceptual and political support to EBSN by dissemination activities. Are free to participate in EBSN meetings or activities.

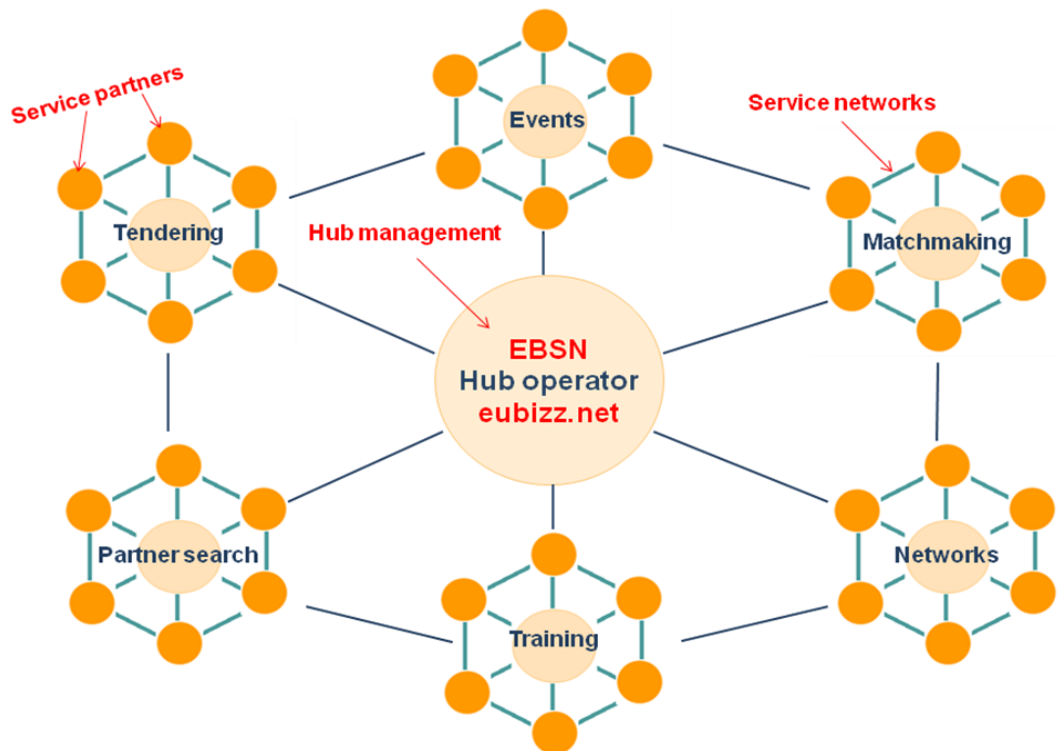
In addition to their responsibilities in hub operation and service delivery all partners are committed to cross-wise cooperation with all members of the European Business Support Network to mobilize all resources of the EBSN partnership in terms of knowledge, skills and



facilities. The living network of EBSN partners collaborating actively on a transregional basis is a unique feature of EBSN.

The Hub & Spokes organization chart of the EBSN partnership is pictured by Fig....

Fig...: EBSN organization chart: Hub & Spokes network



The organization chart reflects the non-hierarchical nature of the EBSN organization which is based on voluntary commitment and contributions by the network partners:

- The EBSN partnership is established as a transregional network of service providers who themselves are organized as service networks established by EBSN partners willing to contribute to delivery of the respective service. Service networks are coordinated by Leading Service Delivery Partners with Supporting Service Delivery Partners contributing according to their individual competencies and interests. In addition all EBSN partners are willing to cooperate with all service networks and to share their expertise and access to regional business partners.
- The Hub operator takes responsibility for technical management of [www.eubizz.net](http://www.eubizz.net) and provides the website facilities necessary for online delivery of the individual services. Insofar the Hub Operator is key contact point for Leading Service Delivery Partners in all technical issues of eubizz.net operation. The Hub Operator also coordinates the EBSN partnership in collaboration with the Leading Service Delivery Partners. Finally the Hub Operator acts as legal representative of EBSN and [www.eubizz.net](http://www.eubizz.net). Hanseatic Parliament has volunteered and has been approved by the BS/NSSC project partnerships to act as initial EBSN Hub Operator in 2012 and 2013 with a perspective for durable operation beyond the initial phase.
- Leading Service Delivery Partners hold overall responsibility for individual services. Again their coordination role is non-hierarchical and based on voluntary collaboration with other

EBSN partners within their respective service networks. For example Leading Service Delivery Partners are in charge to finalize the terms of delivery of specific services after due consultation with the other EBSN partners collaborating in individual service networks. Such terms shall specify the services delivered as well as the process of service delivery including the roles and responsibilities of the partners of the respective service network.

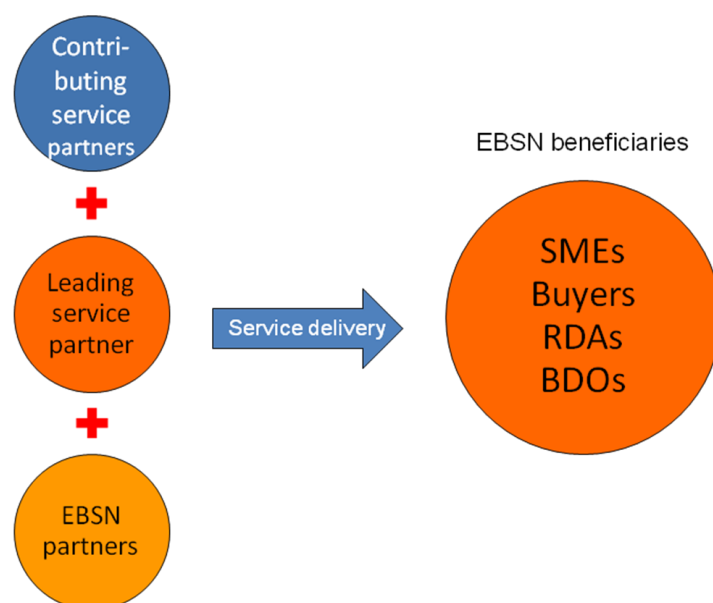
- Service networks may be organized pragmatically and may include collaboration by the Leading Service Delivery Partners with Contributing Service Delivery Partners, with all other EBSN partners as well as with external partners, e.g. business consultants or BDOs interested in the respective service without necessarily becoming an EBSN partner. One example is the proposed partnership with the Enterprise Europe Network in the provision of the EBSN service “Search for International Business Partners” or the collaboration with business consultants in the operation of the proposed “Tender Support Network”. Fig.... pictures an organization chart of a model EBSN service network with a possible network structure and composition comprising one Leading Service Delivery Partner supported by Contributing Service Delivery partners, EBSN partners and external partners.

Fig....: Organization chart of a model EBSN service network



Cooperation among EBSN partners in the process of collaborative service delivery is illustrated by Fig.... Service delivery is the result of contributions by all members of a service network with ultimate benefits for SMEs or buyer companies on international supply markets; in addition RDAs and BDOs may be beneficiaries in taking advantage of EBSN services for the completion of their own service portfolio.

Fig....: Collaborative EBSN service delivery through service networks



### 3.2 Cooperation with EEN for European added value (O3.3.1, SG 7)

Most of EBSN services include the provision of support for interregional SME cooperation and business development. For this purpose BS/NSSC partners have investigated various SME data bases and company registers at international level which could be used to respond to requests by companies for international business partnerships for innovation, market development or concrete supply tender proposals. After looking into several other registers, the EU financed Enterprise Europe Network (EEN) was selected for preferred cooperation.

The Enterprise Europe Network (EEN) is a network offering combined services for small businesses, having more than 3,000 experienced staff members providing information and practical answers to specific questions. The network connects close to 600 business support organizations from 50 countries.

Helping small companies to make the most of the business opportunities in the European Union is the Enterprise Europe Network's mission. Experts help companies find international business partners, source new technologies and receive EU funding or finance.

The member organizations include chambers of commerce and industry, technology centers, research institutes and development agencies. Most of these have supported local business for a long time, hence they know their local business and conditions in the region. As members of the EEN they are linked through databases, supplying information about small businesses and business opportunities.

EEN was created and is steered by the Commission's Directorate-General for Enterprise and Industry. The network was launched in February 2008. The network has 17 sector groups, where arrangements such as brokerage events, can help in finding cooperation agreements or technology transfer. The groups are:

- Agrofood

- Automotive, Transport and Logistics
- Biotech, Pharma and Cosmetics
- Chemicals
- Creative industries
- Environment
- Healthcare
- ICT Industry and Services
- Intelligent Energy
- Maritime Industry and Services
- Materials
- Nano- and Microtechnologies
- Services and Retail
- Space and Aerospace
- Sustainable Construction
- Textile & Fashion
- Tourism and Cultural Heritage

Thus, the 3 focal EBSN clusters of industries – Maritime industries, renewable energies, food – are well represented on the EEN database.

Future cooperation between EBSN and EEN will imply the installation of an EEN-type search mask on [www.eubizz.net](http://www.eubizz.net) which allows companies to show their anonymous profiles and business requests from the EU-wide EEN data base. This can be used by enterprises searching for business partners in the EU and in the Baltic Sea Region. A company's contact request for a company shown in the company profiles would go centrally to one of the Baltic Supply partners. The partner would then forward the request to the regional EEN contact points of the searching partner. The EEN will then conduct their usual procedure of setting up a business contact between the two parties.

For EBSN a key advantage of EEN is their Europe-wide representation through regional contact points in all countries covered by EBSN. BS/NSSC project partners have established cooperation agreements with their local and national EEN contact organizations. Relying upon these collaboration ties previously set up, the procedure would also be reported to the project partners. That would enable the project partners to support and monitor the process and look for more business partners in other data bases if necessary.

Cooperation with EEN contact points in all countries covered by EBSN provides for a solid ground for the creation of European added value through interregional partnerships, networks and business cooperation. Pilot testing activities – e.g. matchmaking events, brokerage events and targeted partner search – in the final phase of the BS/NSSC project have proven the mutual benefits of joint activities for EBSN as well as for EEN: EBSN encourages SME registration on the EEN database and builds on the growing EEN database in ever more effective delivery of EBSN services.

### 3.3 EBSN Marketing Strategy

In the Marketing Communications Strategy, the Unique Selling Points of the Network, its online platform and its services have been compiled in a proposition:

**'The Eubizz.net provides a reliable and personalized service network throughout Europe, that supports buyers and suppliers to find each other, to find new partners, find new clients and be found by them as well'.**

This proposition is regarded as our key-message. The key message should consistently be carried out, although it can be paraphrased in many ways. What is important to consider, is that we reconfirm the key message and the Unique Selling Points in all advertising and communications, and that this message is credibly supported by the properties of the website Eubizz.net.

Because we are dealing with the promotion of a service network, the offer(s) on display are services. Services require a special treatment in marketing, because they are intangible by nature. That means, that it is difficult to advertise their 'hardware'; any trait to a service is subject to opinion. The 'branding' of our services needs to be done by identifying specific qualities that apply to the way the services are carried out. These qualities need to be identifiable by the target groups, and need to be credible. Credibility is granted to services by the properties that the target group attributes to the supplier of those services. That is why we have chosen to distinguish the following Unique Selling Points:

- Reliability (because no commercial interest)
- Personal contact between service-supplier and client/target group
- Committed to the success of regional companies
- Unconditional access to European network of peers
- Strength from cooperation across Europe
- Transparency (no hidden agenda; no self-interest)
- Impartiality

For communication purposes, we translate these USP's to a slogan that we can easily use and explain at the same time. The following pay-off expresses the local roots of each of the partners, and the accessibility of the international business community that this local partner can provide through the network.

***The European Business Support Network***  
***Your local connection to global contacts.***

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The pay-off should appear on the website, on banners, in advertising materials and in articles and print media that we produce to support the website promotion.

**'We strive for ownership by the partner organizations, which we can only achieve when they themselves take responsibility for the content of the services they offer through the European Business Support Network'.**

The services offered by the network are in great deal already developed and are not subject to the marketing strategy. Their services, however, may prove useful as a means to promote the European Business Support Network. The services offered are the content that will be delivered by the website.

The main objective of this plan is, to promote Eubizz.net amongst relevant target groups. But the promotion of the Eubizz.net is only a prerequisite for the European Business Support Network to become successful. Eventually, the span of the lifetime for Eubizz.net is prolonged only on the condition that our stakeholders will experience the Eubizz.net as a functional channel through which they market their services. In order to achieve that goal, promotion of the Eubizz.net would have to lead to new contacts. In other words: target group members need not only to visit Eubizz.net, they need to use it for its purpose. Therefore, we identify a set of sub-objectives to the main objective:

- Raise brand awareness of the Eubizz.net
- Identify potential prospects
- Turn potential prospects into leads

A secondary objective is, to try and expand the network to other partner organizations (RDAs and BDOs).

Our marketing efforts are directed towards the attribution of meaning to the Eubizz.net, in order to become relevant to the target groups. Not do we just want them to attribute meaning, we want for them to attribute a preferred meaning, which we have defined by our USP's. This will become feasible by applying affiliate marketing: a relation is established between the meaning that the name of our stakeholders already have in the minds of target group members, and the Eubizz.net. Since the partner organizations make up the European Business Supply Network altogether, it won't be too challenging to extend their brand awareness to the new platform.

This strategy qualifies as a sub branding strategy.

Our aim is to have target group members attribute properties to the Eubizz.net, so that they will identify it as a relevant network that they want to do business with. We have defined those properties in the positioning of the eubizz.net as its USP's.

In the marketing activity plan, we have identified the following marketing activities:

Online:

- Affiliate Marketing
- Webvertising Campaign
- Google Adwords Campaign
- Social media Campaign (mainly LinkedIn)
- Video/Youtube channel

Offline:

- Special local events by partners

The success of all marketing activities will to a great extend depend on partners' commitment to promote the platform.

### 3.4 EBSN medium-term budget

Hanseatic Parliament is committed to act as Hub Operator for the initial phase of practical EUBIZZ operation. After the termination of the BS and NSSC projects Hanseatic Parliament's own financial resources allow for the continuous hosting and technical support of eubizz.net free of charge at least throughout 2013.

As a conclusion no financial budget must be established for EUBIZZ for the initial phase 2012/2013 to allow the running of the website.

Based on practical experience gained until end 2013 EBSN partners will consider possible funding models beyond 2013. This is likely to include the examination of a variety of options, e.g.

- the continuation of the free-of-charge service delivery based on partners' experience that they themselves benefit from EBSN as a valuable completion of their promotional services for SMEs;
- the introduction of membership fees for EBSN partners to cover basic costs of hub operation and management including marketing activities and possibly development of new services;
- the establishment of a cost-covering pricing scheme for marketable EBSN services to SMEs or buyer companies or RDAs or BDOs as main beneficiaries of EBSN services;
- the examination of options to integrate EBSN into other European programs of SME or industry policy.
- Extension of EUBIZZ as part of new project (INTERREG V C for example)

Quite obviously a medium-term financial budget can only be established once a basic decision on the framework for long-term EUBIZZ operation is taken.

Against this background the Hub Operator will raise the question of a sustainable EUBIZZ budget based on initial operating experience by mid 2013.

#### 4 Criteria, indicators, targets for EBSN success and performance monitoring

EBSN has been established by the two sister projects BalticSupply and NorthSeaSupplyConnect as a service facility and network the ownership of which is shared by EBSN partners through their signature under the Memorandum of Understanding attached to this business plan. All EBSN partners are not for profit organisations committed to economic development of their respective regions and more particular to SME promotion. EBSN is designed to fit into this commitment shared by all EBSN partners, i.e. to promote regional economic development and SME business development. The international composition of the EBSN partnership and the services offered add a European perspective to the traditional focus of RDAs and BDOs on their home regions or business sectors.

Under these conditions EBSN has been established as a not-for profit network organization with partners operating jointly an internet-based service platform ([www.eubizz.net](http://www.eubizz.net)) and delivering jointly online and offline services to companies operating at transnational level in Northern Europe. Criteria for success and performance monitoring of EBSN cannot be derived from a one-dimensional hierarchy of objectives but have to reflect the variety of expectations that EBSN is exposed to. The stakeholder concept appears as a useful approach to define a practical list of monitoring criteria as it is suited to integrate expectations of even competing stakeholders. The following table presents a list of main EBSN stakeholders, their involvement in EBSN and their expectations with respect to EBSN operation.

**Table : EBSN stakeholders – involvement and expectations**

<b>EBSN stakeholders</b>	<b>EBSN involvement</b>	<b>EBSN expectations</b>
Regional public authorities	EBSN partners to support EBSN strategy and operations	To intensify international cooperation and to enhance competitiveness of their regions.
Regional Development Agencies	EBSN partners for service delivery	Promotion of regional SMEs on international supply markets; expansion of their regions' export bases.
Business Development Organisations	EBSN partners for service delivery	Support for promotion of their member SMEs on international supply markets.
Knowledge institutions	EBSN partners for service delivery	Support for knowledge transfer to business.
Small and medium size enterprises	Main EBSN target group	Access to international supply markets and business partners.
Buyer companies	EBSN target group	Access to innovative, specialized suppliers.
European Union	EBSN development funding	Support for European policies to promote SME innovation and collaboration as



		well as European cohesion.
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From the list of stakeholder expectations four categories of criteria for monitoring EBSN success and performance may be derived:

- (1) Criteria to assess the **operational functionality and efficiency** of EBSN; these criteria are relevant for all stakeholders.
- (2) Criteria to assess **business benefits** generated by EBSN for SMEs and buyer companies; these criteria are relevant for SMEs and buyer companies as well as for RDAs and BDOs searching for support for their own efforts in SME promotion;
- (3) Criteria to assess **regional impact** generated by EBSN; these criteria are relevant for public authorities and RDAs;
- (4) Criteria to assess **European added value** generated by EBSN; these criteria are relevant for the European Union, in particular for their organizational units responsible for SME promotion, industrial policy, Single European Market, innovation, European cohesion.

For these four categories of criteria the following sections 4.1 – 4.4. propose meaningful criteria, performance indicators and references as well as appropriate reporting procedures. Section 4.5 presents a summary list of criteria and indicators which may be used in practical EBSN performance monitoring.

#### 4.1 EBSN operational functionality and efficiency

*Tbc: Concise comments on the criteria summarized under 4.5*

#### 4.2 Business benefits: information, innovation, collaboration, competitiveness

*Tbc: Concise comments on the criteria summarized under 4.5*

#### 4.3 Regional impact: expansion of regional export bases, employment, competitiveness and sustainability of regional economies

*Tbc: Concise comments on the criteria summarized under 4.5*

#### 4.4 European added value/contributions to SBA: new interregional business relations across BSR and NSR/Support for EU policies

*Tbc: Concise comments on the criteria summarized under 4.5*

#### Reference to PAG policy recommendations and EU policies , e.g.

- Lisbon Agenda
- EU 2020
- EU Strategy for the Baltic Sea Region
- North Sea Region: Interreg? Other programs?
- Small Business Act
- Single European Market
- Industry policy/cluster policy

#### 4.5 Summary of criteria and indicators for EBSN performance monitoring

Criteria	Performance indicators/ references	Performance report
<b>1. EBSN operational functionality and efficiency</b>		
1.1 EBSN partnership by categories: structure and numbers		
	Number of public authorities	X
	Number of RDAs	Y
	Number of BDOs	Z
	Number of knowledge institutions	etc.
	Leading service partners	
	Contributing service partners	
	Supporting partners	
1.2 EBSN partner activities	Service development	Activities
	Service delivery	etc.
	Marketing & communication	
	Input to website eubizz.net	
	Attraction of EBSN partners	
1.3 Service portfolio	Services delivered	Descriptions
	New services	
	Diversification of existing services	
	Collaborative services	
1.4 Functionality of website <a href="http://www.eubizz.net">www.eubizz.net</a>	Number of visitors (total/per service)	clicks
	User satisfaction	feedbacks
	Collaboration support	No. of groups
<b>2. Business benefits</b>		
Companies reached	SMEs, suppliers	Registrations
	Buyer companies	Registrations
Appreciation of services	Services used	Reports
Transregional business collaboration	Innovation partnerships	No., subjects
	Tendering partnerships	No., subjects
Competitiveness	Business contracts signed	No. , subjects
<b>3. Regional impact</b>		
Regional Employment	(in-)direct employment generated through contracts	No.
Regional export base	Exports stimulated through EBSN	Value by industries
Regional competitiveness	Export growth over time	Growth rates
Sustainability of regional economies	EBSN impact on cluster development	Report
<b>4. European added value</b>		

Single European Market / Cross-border business relations	Partnerships and contracts generated through EBSN	See above 3.
SME promotion	EBSN contribution to Small Business Act	Report
Europe 2020	EBSN contribution to Europe 2020, EU Strategy for the Baltic Sea Region, North Sea Region 2020	Report
Cohesion	EBSN contribution to future cohesion policy (5 <sup>th</sup> cohesion report)	Report

## 5 Implementation: cornerstones of EBSN Memorandum of Understanding

According to the BS and NSSC work plans the two combined projects cover all development work and decisions necessary to prepare for continuous operation of EBSN and eubizz.net after both projects have come to an end. Accordingly on their final Steering Group Meetings BS and NSSC project partnerships both approved the EBSN business plan submitted herewith as final output of the two combined projects and as a basis for practical implementation.

At the same time it is recognized that after termination of BS and NSSC a new commitment has to be defined for those BS and NSSC partners who wish to stay involved in the process of EBSN implementation in the years 2013 onwards. For this reason the BS and NSSC partnerships agreed on a “Memorandum of Understanding” (MoU) setting out a common understanding for collaboration in EBSN and eubizz.net implementation and operation with a medium-term perspective, i.e. 2013 – 2015. The MoU refers to the EBSN Business Plan submitted herewith as a guiding document; as an attachment to the Business Plan the MoU is seen as an integral part of the Business Plan.

The MoU sets out

- the aims of EBSN as a personalised network partnership operating an internet-based service platform ([www.eubizz.net](http://www.eubizz.net)),
- the internal structure of the network and defines 4 categories of partnership depending on the level of commitment of individual partners in practical service delivery,
- the terms and principals for organization and management of the agreement,
- rules for internal and external communication and for the observation of intellectual property rights,
- financial arrangements along the lines of chapter 3.4 of this Business Plan,
- provisions for signature of the MoU by BS and NSSC projects partners as well as by new partners wishing to join the EBSN.

A continuously updated list of EBSN partner organizations is provided as Annex I to the MoU.

## Definitions

**EBSN:** European Business Support Network

**eubizz.net:** The EBSN website providing online services and access to personalized SME support.

**Buyer (company):** a company that buys technologies, components, systems and/or services from other companies for further processing.

**Supplier:** A company that offers and delivers technologies, components, systems and/or services to other companies for further processing.

**SME:** Small and Medium size Enterprise; the EU defines SMEs as companies with <250 employees, < 50 Mio € turnover or < 43 Mio € balance sheet total.

**RDA:** Regional Development Agency.

**BDO:** Business Development Organization, e.g. SME associations, cluster management organization.

**Cluster:** A cluster is a network of enterprises, knowledge institutions and other stakeholders grouped around a common business and/or knowledge sector. Binding the cluster together are “buyer-supplier relationships, or common technologies, common buyers or distribution channels, or common labour pools” (Enright 1996). Cluster companies and institutions often are linked by value chains, e.g. supplies of goods and services, exchange of knowledge or project partnerships.