REPORT
of the 2nd Restart BSR project
International learning seminar

Date: 25th March 2021
Organiser: Vilnius Gediminas Technical University
Moderator: Vilma Puriene
Note taker: Lina Peciure

1. AGENDA

Date: 25th March 2021
Time: 9am-11am CET time
Venue: Online meeting (Skype)

Time	Activity
09:00 – 09:10	Opening the meeting and welcoming the participants/project coordinator
09:10 – 09:25	Lithuania: progress in designing the national roadmaps, insights after National workshops and stakeholder meetings
09:25 – 09:40	Poland: progress in designing the national roadmaps, insights after National workshops and stakeholder meetings
09:40 – 09:55	Latvia: progress in designing the national roadmaps, insights after National workshops and stakeholder meetings
09:55 – 10:10	Estonia: progress in designing the national roadmaps, insights after National workshops and stakeholder meetings
10:10 – 11:00	Questions to stakeholders, discussions on challenges, progress, implementation (piloting) and suggestions for each country
11:00 – 11:10	Summary and closing up

2. PARTICIPANTS

Vilma Puriene, Vilnius Gediminas Technical University, Lithuania
Lina Peciure, Vilnius Gediminas Technical University, Lithuania
Margarita Prokopovic, Vilnius Gediminas Technical University, Lithuania
Mariusz Tomczak, Lower Silesian Intermediate Body, Poland
Adam Bujek, Lower Silesian Intermediate Body, Poland
Eduard Laur, Harju County Entrepreneurship and Development Consultancy, Estonia
Hannes Ojangu, Harju County Entrepreneurship and Development Consultancy, Estonia
Ints Viksna, Latvian Technological Center Foundation, Latvia
Agnese Kore, Latvian Technological Center Foundation, Latvia
Elina Petersone, Ministry of Economics of the Republic of Latvia, Latvia
Eleni Tzoka Stecka, Family Businesses' Foundation, Poland
Kasia Gierczak Grupinska, Family Businesses' Foundation, Poland
Juris Lauznis, Latvian Technological Center, Latvia
Ewelina Pisarczyk, Family Businesses' Foundation, Poland
Justinas Janulevicius, JSC Inomis, Lithuania
Lene Nyhus Friis, Design School Kolding, Denmark
Saulius Arelis, Visoriai Science and Technology Park, Lithuania
Patricija Kalkyte, Enterprise Lithuania, Lithuania
Sandra Griskevice, Enterprise Lithuania, Lithuania
Pranas Senapedis, Agency for Science, Innovation and Technology, Lithuania
Ilze Vanka Krilovska, Ministry of Economics of the Republic of Latvia, Latvia
Arnoldas Bulota, Enterprise Lithuania, Lithuania
Martynas Survilas, Agency for Science, Innovation and Technology, Lithuania
Konrad Bugiera, Family Businesses' Foundation, Poland

3. PROGRESS OF THE DEVELOPMENT OF THE NATIONAL ROADMAP IN LITHUANIA

VILNIUS TECH is collaborating with Lithuanian companies and NGOs on the development of the national roadmap. The key partners are Ministry of Economics and Innovation of the Republic of Lithuania, Public organization “Entreprise Lithuania”, Sunrise Valley Science and Technology Park, Visoriai Information Technology Park, Agency for Science, Innovation and Technology, which are working together on implementing legal procedures to make the forthcoming national action plan public and accessible to all companies in Lithuania.

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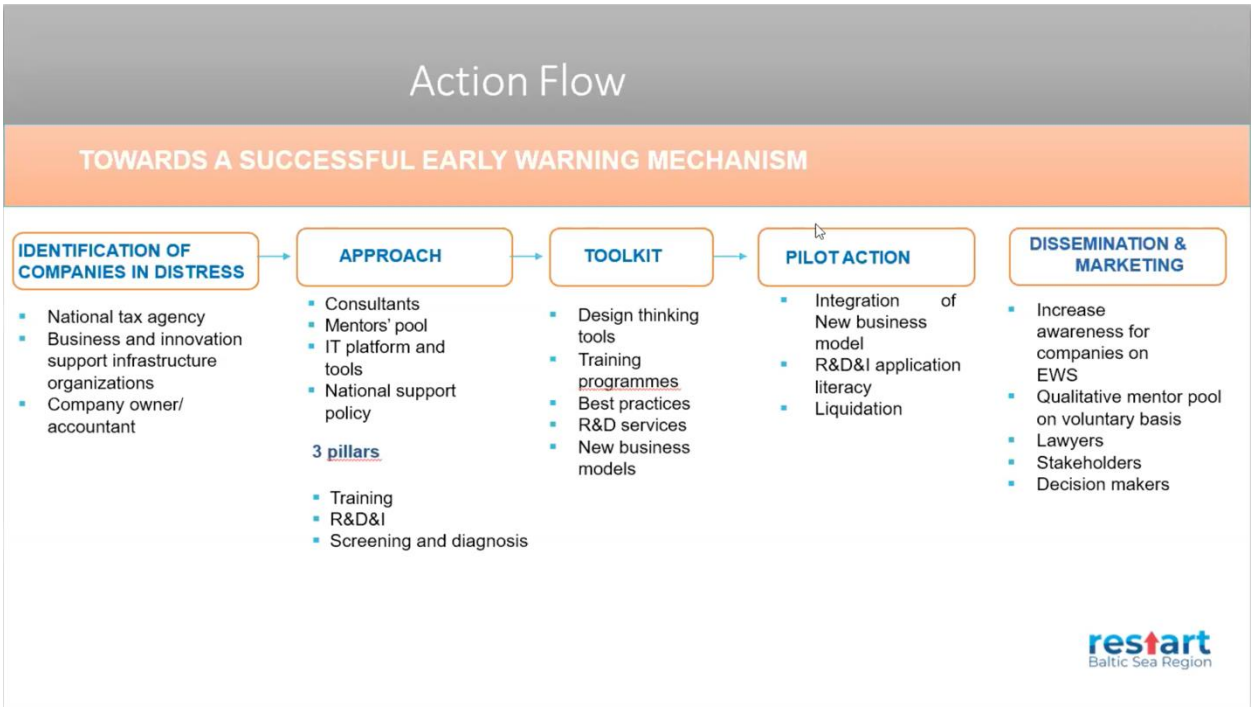


Picture 1 The action flow of the Lithuanian national action plan

The risks Lithuania has foreseen and are now working on to prevent or mitigate them:

- Ways of reaching the companies in distress
- Insufficient company engagement in the process
- National support policy is fragmented
- Poor mentors’ network, competence, engagement
- Dissemination channels doesn’t work properly
- Still need to overcome the societal mindset of “failure”
- Insufficient awareness rising for companies

1 national workshop is to be organised to finalise the national roadmap and get confirmations/suggestions for improvements.

4. PROGRESS OF THE DEVELOPMENT OF THE NATIONAL ROADMAP IN POLAND

Poland has completed the national roadmap in a collaboration with Family Business Foundation, only small corrections/improvements are needed.

Picture 2 National roadmap of Poland

Key issues:

- Recruit company in distress is complicated
- How to connect company with mentor?
- Matchmaking is the key point here – to encourage motivation of mentor and mentee, good relations and trust
- Mentors have to be qualified/have a good reputation, to create the mentee's trust
- We can use pandemic situation to promote and emphasize the importance of early warning/restart system in our countries
- It is important to have a permanent network of mentors which know how to help
- It is important to review the past to proceed in the future

5. Progress of the development of the national roadmap in Latvia

Latvian partners have spent a lot of time analysing their roadmap, joined Early Warning Europe initiative. In order to ensure the project sustainability, they tested more than 12 digital tools as during the pandemic and similar situations it is important which digital tools are the best to use. Tools were divided in 4 groups: 1) tools for the companies' matchmaking (general trainings for a lot of companies, face-to-face meetings); 2) tools to manage a large number of applications (to review these applications with experts and to give suggestions); 3) tools for business incubation and acceleration management (companies can submit applications any time and mentors can react immediately, they help to select mentor hours and monitor mentor hours); 4) relation management tools (possibility to manage e-mails, conferences, seminars). Tools for business incubation and acceleration management are the most important to RESTART project. Similar tool (application) is created by Early Warning Europe and the members of that network can use this application. It is important to make the mentoring process as simple as possible but monitor effectiveness of the system.
6 mentors already agreed to be part of the RESTART project.

6. Progress of the development of the national roadmap in Estonia

Estonian partners have initiated piloting of their action plan in one region and agreed on one more piloting in another region.
Key issues:

- How to change the mindset of entrepreneurs?
- How to change the mindset of the mentors?
- New skills required, counselling in web channels

The national roadmap is in the development process, HEAK together with the Early Warning round table in Estonia are working on the development of the Early Warning notification system based on AI and machine learning and on the development on the ecosystem to detect companies that will hit crisis in the next period, inform companies, channel companies to counseling service provider and establish partners network involved in counseling. Also, they are continuing to pilot the EWS in all counties in Estonia.

7. DISCUSSION

Suggestion: there are quite a lot of entrepreneurs that want to invest to the companies that are in distress. They could be a part of the mentors' network, especially that a newly restarted companies could double their market value; also, successfully restarted businesses could be a part of the network to motivate companies in distress.

It is important to build a permanent network of mentors to make the system work.
Companies want to be in a network of similar companies (in size, field, etc.).

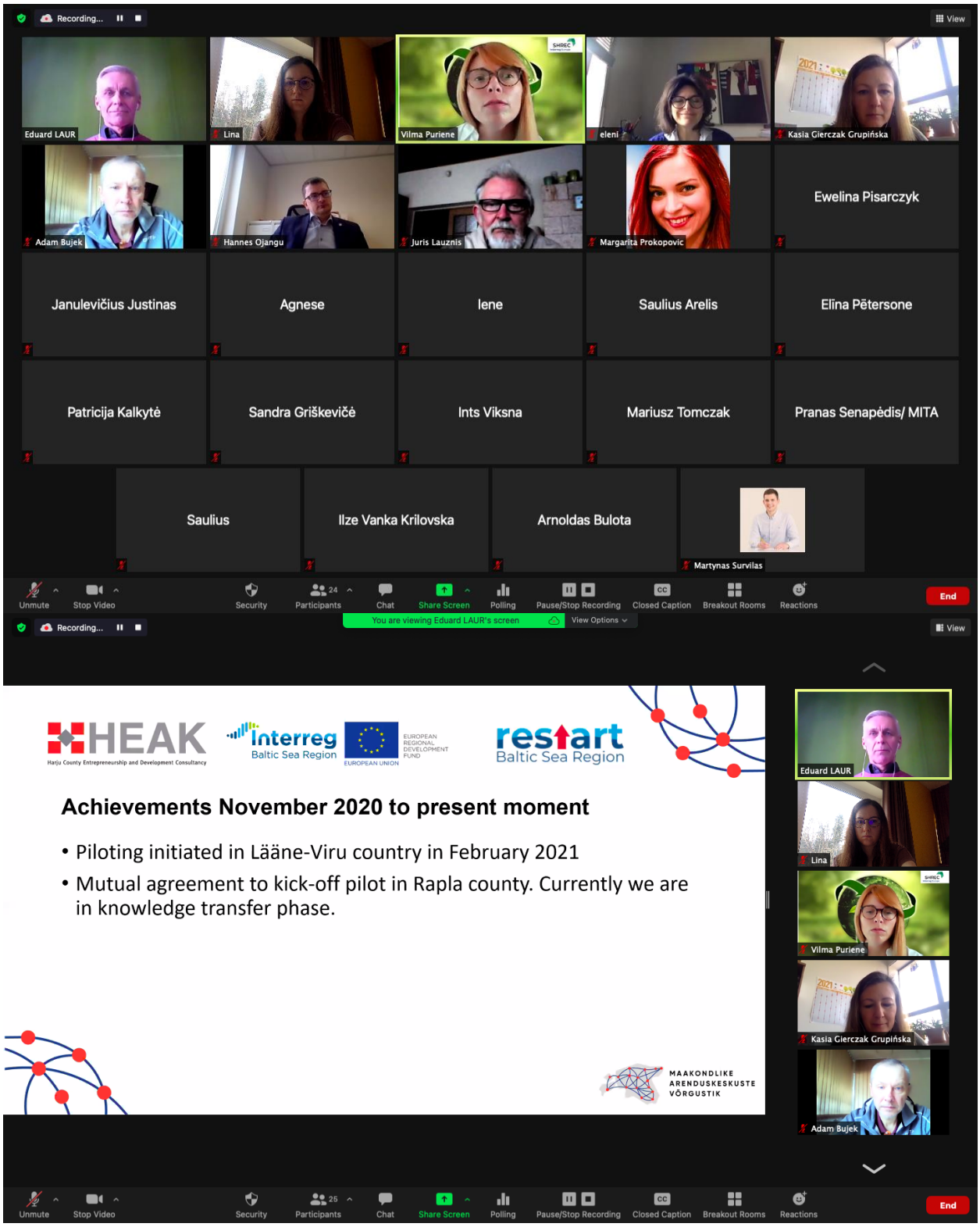
Communication strategy (Family Business Foundation Poland experience):

- Communication company with 3 testimonials
- Very simple visualisation on how we support companies in distress (animation)
- Involved well-known faces of mentors – personal brand (although the no-name mentors had more time and made more work)
- Travelled a lot to meet people, organised conferences, etc.
- Used our family business network

Risks:

- Financial delays
- Companies lose their trust
- You need more time to make the system work
- You must have a permanent network
- It's difficult to earn trust (support for free?)
- We cannot help anybody that does not want to get help – companies have to work together/be proactive. How to set the readiness of the company owner?
- Mentee can demotivate mentor

7. PICTURES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Pranas Senapėdis/ MITA
Saulius
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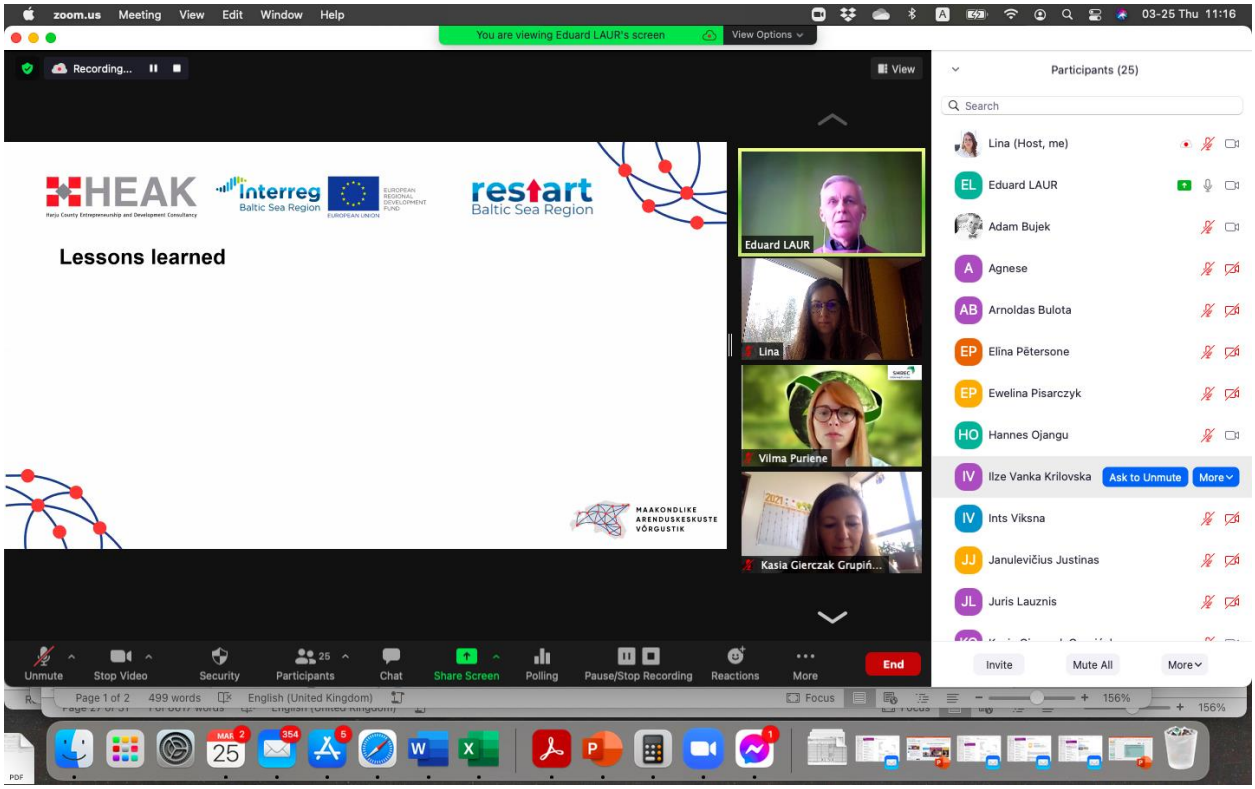
Baltic Sea Region
Achievements November 2020 to present moment
• Piloting initiated in Lääne-Viru country in February 2021
• Mutual agreement to kick-off pilot in Rapla county. Currently we are in knowledge transfer phase.
MAAKONDLIKE ARENDUSKESKUSTE VÕRGUSTIK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