

Online Training Supporting Innovative High- Growth Enterprises in Eastern Europe and South Caucasus

16, 18, 22 March 2021

9:30 – 12:30 (CET) on MS Teams, English only

The United Nation Economic Commission for Europe (UNECE) supports the six Eastern Europe and South Caucasus (EESC) countries in designing policies and institutions to support the transformative potential of innovative high-growth firms. As part of this support and following a series of interviews with public and private sector representatives from the EESC and previous events on the topic, UNECE has put together a dedicated policy handbook for the EESC region.

Drawing extensively on the principles, policy tools and practices provided in the handbook, this online training aims to further inform and build the capacity of the EESC stakeholders to design effective policies and institutions to enable and foster the potential of innovative, high-growth entrepreneurship.

What is it about?

The training will be structured around three sessions covering the issues related to **identification of firms with high growth potential, designing and using adequate tools for their support** and **ensuring that the right institutions and policies are in place** to enable pro-growth environment for innovative ventures.

Each session will cover a specific topic, contain a **presentation of key concepts** and guiding principles, analysis of the **case studies in smaller groups** (via breakout rooms), a **practitioner insight** with example of what the experience has been elsewhere in the field, and a **final brainstorming** to reflect on lessons learnt and define potential room for implementation of the principles and tools discussed at the national level.

Session 1 *The why, who, what, and how of the IHGE policy* - Tuesday, 16 March

Session 2 *The portfolio approach for effective IHGE support* - Thursday, 18 March

Session 3 *Financing IHGEs – enabling private sector investments* - Monday, 22 March

Who is it addressed to?

The training targets government officials from Eastern Europe and South Caucasus involved in supporting innovative entrepreneurs, start-ups and SMEs, including managers of innovation-focused accelerators, dedicated scale-up programmes of SME agencies, departments of ministries dealing with development and promotion of high technology and innovation, as well as business sector representatives (to share their insights and perspectives) and civil society.

For more information, contact Lyudmyla Tautiyeva at lyudmyla.tautiyeva@un.org.

Tuesday, 16 March
9:30- 12:30 (CET)

Session 1: The why, who, what, and how of the IHGE policy

Please, note that the time is indicated based on time zone for Geneva

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- This session will present the rationale for targeted interventions in favour of IHGEs (**Why**).
- A particular emphasis will be given to a set of guiding principles that ensure support is provided to enterprises that have growth ambitions based on objective characteristics and at “trigger points” in their lifecycle (**Who**).
- A set of guiding principles for designing a “high-growth” policy framework will be discussed, illustrated by cases (**What and How**).

09:10-09:30	<p>Access to the session</p> <p><i>Participants are recommended to join the meeting at least 15 minutes prior to its start.</i></p>
09:30-09:40	<p>Welcome and opening remarks</p> <p><i>Anders Jönsson, Chief, Innovative Policies Development Section, UNECE</i></p>
9:40 – 10:10	<p>Guiding principles for designing, implementing, and evaluating IHGE policy</p> <p><u>Framing presentation</u> by <i>Alasdair Reid, Policy Director, European Future Innovation System Centre</i></p> <p>The Why, Who, What and How of IHGE policy: the presentation will set out the guiding principles for designing and managing effective support to potential innovative high-growth enterprises.</p> <p style="text-align: right;">Q&A</p>
10:10-11:00	<p>Case study session</p> <p><i>*participants will be divided into groups and use online MIRO whiteboard</i></p> <p>Based on an outline scenario provided to them, the groups will work to identify tools that can be used to identify the potential IHGEs in the economy, as well as key barriers that policy can help remove to free up the potential of IHGEs (and how should they be prioritised).</p>
11:00- 11:15	<p>Virtual coffee break</p>
11:15- 11:30	<p>Report back from the case studies</p> <p>Each group will present up to three takeaways from the case work on what can be done to better identify potential IHGEs and adapt policy framework to their specific needs.</p>

<p>11:30- 12:00</p>	<p>Practitioner insight: High growth entrepreneurship policy – key lessons from policy practice</p> <p>Jonathan Potter, Head of the Entrepreneurship Policy and Analysis Unit, OECD</p> <p>What works, what are the pitfalls to avoid and how can experience from some of the OECD countries be adapted to the context of the EESC.</p> <p style="text-align: right;">Q&A</p>
<p>12:00-12:25</p>	<p>Wrap-up brainstorming</p> <p style="text-align: center;">* Using <i>How, Now, Wow</i> technique and online MIRO whiteboard</p> <p>What should be done to develop an IHGE policy framework tailored to the EESC context. This session will prioritise the steps to take in the short term and over the coming years (e.g. 2030 horizon).</p> <p>Now – what are the short-term actions that could be taken (at low cost) to develop a policy framework for IHGEs in my country.</p> <p>Wow – ideas sparked by the training that would add a novel element to policy-making design, delivery or monitoring processes.</p> <p>How – actions that require more time and investment to prepare but that we need to do in a medium-term perspective to ensure the transformative potential of IHGEs is optimised.</p>
<p>12:25-12:30</p>	<p>Conclusions</p> <p>Anders Jönsson, Chief, Innovative Policies Development Section, UNECE</p>

Thursday, 18 March

9:30- 12:30 (CET)

Session 2: The portfolio approach for effective IHGE support

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- This session will delve into the operational tools required to deliver tailored support to potential IHGEs through a **“portfolio” (or key account manager) approach**
- Examples of portfolio approaches to high growth and scale up support used by business and enterprise agencies in selected countries will be discussed with participants to consider how this method could be adapted to the EESC context.

09:15-09:30	<p>Access to the session</p> <p><i>Participants are recommended to join the meeting at least 15 minutes prior to its start.</i></p>
9:30 – 10:00	<p>Effective support for IHGE – insights from countries with a portfolio approach to high-growth support</p> <p><u>Framing presentation</u> by Alasdair Reid, Policy Director, European Future Innovation System Centre</p> <p>The presentation will outline the key building blocks of a portfolio approach and methods used to coordinate the delivery of support to potential IHGEs.</p> <p style="text-align: right;">Q&A</p>
10:00-10:45	<p>Case study session</p> <p><i>*participants will be divided into groups and use online MIRO whiteboard</i></p> <p>Using two stylised (realistic) business cases, participants will be guided to design a “customer journey” for the businesses to ensure they receive the right support at the right point in their development.</p>
10:45- 11:00	<p>Virtual coffee break</p>
11:00- 11:15	<p>Report back from the case studies</p> <p>Each group will present up to three takeaways from the case work: how to adapt and mobilise existing expertise and what gaps require filling.</p>
11:15- 12:00	<p>Practitioner insight: <i>The Scottish scale up ecosystem – ensuring high growth firms have access to the right mix of ingredients for success</i></p> <p>Leah Pape, Head, Scale Up Programme, Scottish Enterprise</p>

	<p>The presentation will cover Scottish Enterprise’s experience and approach to High Growth start-ups, university spinouts and scale ups including the service developed to meet their scale up needs and how the Scottish Ecosystem aligns on this shared goal.</p> <p style="text-align: right;">Q&A</p>
<p>12:00-12:25</p>	<p>Wrap-up brainstorming</p> <p style="text-align: center;">* Using <i>How, Now, Wow</i> technique and online MIRO whiteboard</p> <p>The aim of this session is to identify priority actions that should be taken to enable EESC countries business support ecosystem to provide more targeted advice to IHGEs.</p> <p>Now – what can be done in the short term in my country, based on existing capacity/organisations, to better serve IHGEs.</p> <p>Wow – ideas sparked by the training that are new or innovative to my country which could be implemented relatively fast.</p> <p>How – actions that require more time and investment to prepare but that we need to do in a medium-term perspective to put in place a portfolio approach / scale-up programme.</p>
<p>12:25-12:30</p>	<p>Conclusions</p> <p><i>Anders Jönsson, Chief, Innovative Policies Development Section, UNECE</i></p>

Monday, 22 March
9:30- 12:30 (CET)

Session 3: Financing IHGEs – enabling private sector investments

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- This session will focus on **the role of the public sector in creating the right environment for private investor and public-private partnerships** (e.g. co-investment funds), illustrated by working examples from the region and other countries.
- IHGEs require access to **a mix of public** (e.g. R&D grants or tax breaks) **funding and private equity finance** that is adapted to each stage of their growth process. This session will look at how this mix has worked in practice.

09:10-09:30	<p>Access to the session</p> <p><i>Participants are recommended to join the meeting at least 15 minutes prior to its start.</i></p>
9:30 – 10:00	<p>Mobilising the right mix of finance for IHGEs – ensuring access to equity capital as a driver of growth</p> <p><u>Framing presentation</u> by <i>Alasdair Reid, Policy Director, European Future Innovation System Centre</i></p> <p>IHGEs require a mix and volume of financing adapted to each growth stage. This presentation will give an overview of the types of finance and the importance of developing a pool of experienced ‘serial’ investors.</p> <p style="text-align: right;">Q&A</p>
10:00-10:45	<p>Case study session</p> <p><i>* participants will be divided into groups and use online MIRO whiteboard</i></p> <p>The participants will be presented with a “fictional” case of an IHGE seeking investment to scale up and will work to identify a mix of possible financing methods in order to explore the solutions available and provide an outline financing strategy.</p>
10:45- 11:00	<p>Virtual coffee break</p>
11:00- 11:15	<p>Report back from the case studies</p> <p>Each group will present up to three takeaways from the case work on what can be done at the various growth stages to enhance access to “smart capital” for IHGEs.</p>

<p>11:15- 12:00</p>	<p>Practitioner insight: Lessons from financing innovative high growth firms in Eastern Europe and the Balkans</p> <p><i>Marco Giuliani, Mandate Manager, European Investment Fund</i></p> <p><i>Tatjana Zabasu Mikuž, Managing Partner, South Central Ventures</i></p> <p>The EIF has intervened to support the development of bank lending and equity finance in a range of European countries. The steps to reinforcing the investor ecosystem and examples of equity investments in IHGEs will be presented.</p> <p style="text-align: right;">Q&A</p>
<p>12:00-12:25</p>	<p>Wrap-up brainstorming</p> <p style="text-align: center;">* Using <i>How, Now, Wow</i> technique and online MIRO whiteboard</p> <p>Developing an investor ecosystem is a challenging but necessary step in enhancing the potential of IHGEs. It will require regulatory change and the deployment of capacity building and financial instruments. What needs to be done first, by who (public-private actors) to improve the situation in the EESC?</p> <p>Now – what can be done in the short term, with minimal effort, in my country, to improve access to finance for IHGEs.</p> <p>Wow – ideas sparked by the training that are new or innovative to my country which would really change the investment climate for IHGEs.</p> <p>How – actions that require more time and investment to prepare but that we need to do in a medium-term perspective to develop the investment ecosystem.</p>
<p>12:25-12:30</p>	<p>Conclusions</p> <p><i>Anders Jönsson, Chief, Innovative Policies Development Section, UNECE</i></p>