

Wien, Austria

BACKGROUND INFORMATION	
PROJECT TITLE	“Mingo Services für KMU” (Phase 1) and “Mingo Services für KMU II” (Phase 2)
Beneficiary	Wirtschaftsagentur Wien
Duration of project	Phase 1: 01.01.2008 - 31.12.2010 – 36 months Phase 2: 01.01.2011 - 31.10.2013 – 36 months
Member State	Austria, Vienna (city and region)
Geographic size	Administrative city area: 1 714 142 inhabitants (1/1/2011), functional urban area: 2 419 000 (2008). Size: 414.87 km ² (100% urban). The project covers the entire administrative city area.
Funding	Total costs: € 3,207.550, thereof 50% ERDF and 50% regional ERDF allocation: Phase 1 (01.01.2008 - 31.12.2010): € 645.625 ERDF Phase 2 (01.01.2011 - 31.10.2013): € 958.150 ERDF
Operational Programme	Regional ERDF Operational Programme 2007-2013 ‘Strengthening the regional competitiveness and integrative urban development in Vienna’ (‘Stärkung der regionalen Wettbewerbsfähigkeit und integrative Stadtentwicklung Wien 2007-2013’) CCI: 2007AT162PO004, Commission decision K(2007)4581, adopted on 2 October 2007
Managing Authority	Stadt/Land Wien, Magistratsabteilung 27, Schlesingerplatz 2, 1080 Wien The managing authority is part of a city-department with city-regional competences for economic development, labour market policy and EU strategy.
Cohesion Policy Objective	Competitiveness and Employment
Main reason for Highlighting this case	Promoting incubation and the development of small innovative businesses is singled out in the Europe 2020 strategy as a major way of pursuing knowledge-based, smart growth. Academic literature also suggests that a thriving SME sector is essential for growth, jobs and innovation and therefore an effective way to promote cohesion. Constructing innovation-friendly business environments for SMEs, including micro-companies and ethnic businesses, is therefore a mayor challenge ahead. Mingo shows a path how integrated “packages” of business services can help tackling this challenge. From the business idea to the start-up office; from language services for ethnic companies to innovation in traditional professions: the project tries to help the small and smallest enterprises in Vienna to stay or become competitive.
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1. PROJECT DESCRIPTION	
Overall objective / goals	<p>The project aims at creating and securing jobs in Vienna by supporting small and micro enterprises in their development.</p> <p>Economic growth shall be generated by reinforcing innovation in existing companies and professionalising the work of start-up. Within its main target group, (potential) start-ups and small companies with less than 10 employees (so called micro-enterprises), special attention is paid to ethnic businesses which show a particular need for support and have great growth potential at the same time.</p> <p>By improving the situation in declining shopping streets and consumer markets, the project also contributes to improving the economic situation in less-favoured neighbourhoods.</p>
Description of activities	<p>MINGO delivers comprehensive “packages” of services for small and micro-enterprises in Vienna.</p> <p>Since 2008, MINGO offers a broad spectrum of business support, ranging from business coaching and guidance for financing to free-of-charge workshops for young entrepreneurs. MINGO provides tailored solutions for some of Vienna’s smallest businesses. To fully include ethnic entrepreneurs, part of the project operates in several languages.</p> <p>The project’s activities cover five fields of activities:</p> <ol style="list-style-type: none"> 1. <u>Coaching for start-ups and company founders</u> <ul style="list-style-type: none"> - Providing coaching sessions for potential company founders, start-ups and young enterprises (up to 5 years after establishing the business) - Organising general information activities in the field of financing - Organising specific trainings and group coaching sessions on business-relevant issues (e.g. business plan, book keeping, contact with authorities, funding) 2. <u>Mingo Academy – Fostering innovation and widening the knowledge base in SME</u> <ul style="list-style-type: none"> - Holding regular “innovation” workshops to foster innovative ideas in existing micro-enterprises - Organising “Mingo Academy” workshops open to all businesses on selected topics: a) finance, tax and legal issues, b) marketing and c) soft skills. 3. <u>Mingo awards and Mingo community</u> <ul style="list-style-type: none"> - Providing networking platforms for micro-enterprises and other SME - Organising and holding annual Mingo awards where most innovative start-ups and micro-enterprises are awarded and whose ceremony also serves a major networking event - Providing of community-based web-services on www.mingo.at - Communicating results to the media and within the community - Keeping of a community data-bases with currently over 6,000 registered businesses 4. <u>Mingo Migrant Enterprises</u> <ul style="list-style-type: none"> - Providing multi-lingual services for ethnic businesses, including coaching sessions, trainings and seminars - Holding regular business lunches and breakfasts for migrant enterprises - Organising communication events to address ethnic businesses in several languages - Actively cooperating with local colleges (Volkshochschule) when offering workshops in German and English - Regular publications and media contact

	<p>5. <u>Neighbourhood services (“Grätzelmanagement”)</u></p> <ul style="list-style-type: none"> - Analysing the status-quo of Viennese shopping streets and consumer markets - Informing market stall owners and other microbusinesses about Mingo services - Training and coaching the mentioned target group in business matters and presentation of goods - Organising street parties and neighbourhood-based events to improve the image of problematic areas - Organising “thematic weeks” and events (e.g. promotion for Christmas or summer products offered at markets) - Supporting businesses in shopping streets when re-decorating their shopping windows - Actively communicating the neighbourhood services and local news through publications and newspapers <p>All services offered by Mingo are free-of-charge for participants and businesses. The main part of the services is ERDF-funded; additional support activities (e.g. cooperative events or projects) are exclusively financed by the beneficiary. Outside these ERDF-funded services activities, Mingo also acts as an office space provider for start-ups.</p>
<p>Recipients</p>	<p>SMEs, in particular micro-enterprises with less than 10 employees which started their business no longer than 5 years ago and SMEs with ethnic background.</p> <p>The project does not pay out any grants or subsidies but only provides services. In this way, a wide range of partners benefit from the project without receiving any payments.</p>
<p>Mainstreaming of gender equality and non-discrimination</p>	<p>Gender equality and non-discrimination issues have been picked up in the project application and are part of the on-going implementation. They represent important topics whose respect is a pre-condition in the project appraisal procedure and which will also be subject to an ex-post project evaluation at a later stage. Within the entire city administration, gender mainstreaming and diversity management are well-respected and executed management principles.</p> <p>By focussing on ethnic businesses, but also female entrepreneurs the project makes important contributions to improving the situation both areas. In terms of project staff, the project is mainly driven by women.</p>
<p>Intended outputs and results</p>	<p>The following outputs were defined for phase 1 (2008-2010)</p> <ul style="list-style-type: none"> - Projects enhancing the creation of new companies: 20 - Cooperation and networking projects: 30 - Supporting/coaching start-ups and young businesses: 80 - Persons in business counselling sessions: 1 000 - Public events: 70 <p>Results</p> <ul style="list-style-type: none"> - Despite having defined the creation of new jobs as a main target, data on the number of created and secured jobs has not (yet) been evaluated in the project. - The project is expected to have positive impact in the following areas: <ul style="list-style-type: none"> - Economic position of and economic growth in Vienna - Number of Jobs in SMEs - Number of businesses and enterprises - Overall situation for micro-enterprises, including ethnic businesses - Image and economic viability of neighbourhood businesses

2. POLITICAL AND STRATEGIC CONTEXT	
National and regional framework for implementing ERDF funded urban development projects	<p>Austrian National Strategic Reference Framework 2007-2013</p> <p>As laid down in the Austrian National Strategic Reference Framework (NSRF – working title STRAT.AT), EU funding in Austria is invested to achieve the following strategic objective: to ensure quality of life, income and employment in Austria and strengthen the competitiveness of regional economies by enhancing the attractiveness of Austria's regions based on the principles of sustainable development. Urban development is no explicit objective and is understood to be part of 'general' regional development.</p> <p>Regional Operational Programme for Vienna 2007-2013</p> <p>The operational programme 'Strengthening the regional competitiveness and integrative urban development in Vienna' is funded with 25 million € (ERDF) earmarked for projects to strengthen Vienna's competitiveness and improve the urban quality of life. It presents the proportionally highest share of measures aimed at urban development across Europe (58 percent). Regional competitiveness is to be boosted by assisting newly-established companies and networking universities and research facilities. Another focus is on the improvement of the urban tissue in selected target areas of the Urban Development Plan (STEP).</p> <p>Regional strategic planning documents</p> <p>The overall-strategy for developing Vienna's economic potential is adopted by the city government and prepared by the Viennese city department for EU strategy and economic development.</p> <p>Economic growth (or development) is closely monitored by the city administration which receives reports about the state of the economy every 6 months. These reports are prepared by the Austrian Economy Research Institute (WIFO) and include analyses on the economy's need for human resource and qualification measures, on the overall competitiveness of Viennese businesses and start-ups.</p> <p>The project was based on this on-going, thorough analysis and subsequently identified suitable strategic objectives.</p> <p>The strategic objectives of Mingo are in line with Vienna's 2004 strategic plan which defines the main lines for the city's general development.</p>
The planning context	<p>Micro-enterprises in Austria – important but often overlooked</p> <p>Out of around the 30 000 people who set up a company in Austria, 8 000 (or 27%) do so in Vienna. In this group of company founders, a large and growing number starts the business as a one-man/woman-company. These sometimes very innovative, young micro-enterprises are, however, below the 'radar' of established business support institutions such as the chambers of commerce.</p> <p>Out of the 8 000 new businesses in Vienna every year, over one third counts as ethnic. Most of these ethnic start-ups stem from Turkey, Eastern Europe, the Balkans and Germany. In 2010, Vienna's statistics registered migrant companies from a total of 92 countries – tendency growing. Most of Vienna's migrant companies are small or micro-enterprises. Around one quarter of are one-man-companies. Another 50% has between two and</p>

	<p>nine employees. These migrant enterprises were said to be very difficult to reach. Also the later project promoter, the Vienna Business Agency, saw the access to this group as a real difficulty. Many of the migrant enterprises are strongly export-oriented and help sharpening the profile of Austria's exporting economy and of Vienna's position as European hub to the East and South.</p> <p>Identification of structural weaknesses</p> <p>When preparing the Mingo project, several topics which are relevant for supporting micro-enterprises and for generating growth in this area were analysed. The preparatory analysis e.g. stresses the importance of early entrepreneurship qualification, the need to push for more creativity and innovation. It also revealed that many SMEs, and particular the smallest, often lack the financial resources, capacity and in-house expertise to strengthen its competitiveness on the market.</p> <p>Furthermore, creating a community of SMEs and using the 'collective assets' of small enterprises appears as a major challenge, as they have partly little knowledge of other companies (with similar changes) and tend to go 'extra-miles' instead of finding solutions through co-operation.</p> <p>Political commitment and strategic responses to challenges</p> <p>Responding to the specific situation of Viennese micro-enterprises, the original Mingo project proposal was developed to strengthen growth and competitiveness in this field. It clearly met the political objectives of the Viennese city government and its responsible for economic affairs, Vice-Mayor Brauner.</p> <p>This also happened against the background that, only one year earlier in 2007, all existing Viennese start-up centres were re-branded as 'Mingo – Move in and grow'. To complement the mere provision of office space with economic support services, the idea to develop a bundle of 'Mingo services' was born. It partly included a re-orientation of the project promoter's already existing instruments (such as the neighbourhood services or the coaching) but overall represents a new, comprehensive answer to strategic challenges in the micro-enterprise sector.</p> <p>The Mingo project, or more precisely 'Mingo services for SMEs', was launched in 2008 and will run until 2013. It is divided into two (content-wise almost identical) phases.</p>
3. IMPLEMENTATION	
<p>3.1. PROJECT DESIGN AND PLANNING</p>	<p>Project idea</p> <p>The idea for the project came from the project promoter.</p> <hr/> <p>Needs assessment or analysis</p> <p>Building upon the promoter's long-standing involvement in start-up and business support a detailed analysis of the status-quo was done before the start of the project. This was also included in the project application, which draws a clear and logic connection between the situation of SMEs in Vienna and the envisaged actions.</p> <hr/> <p>Selection by Managing Authority</p> <p>As the project promoter is city-owned agency and due to the very specific nature of the project, no open call for projects was made. According to the programme's implementation rules, the project promoter still needed to submit</p>

	<p>a formal, standardised project application.</p> <p>This project application was assessed by the Managing Authority according standard rules and along defined public project selection criteria.</p> <p>Both, a formal check and a quality check were executed on the basis standard checklists. The managing authority makes an ex-ante assessment of the project and checks a series of questions, including project results, possible risks and financial sustainability. These checks showed positive results and were the basis for the subsequent approval by the Managing Authority.</p> <p>Risk assessment</p> <p>Within the quality check of the project, no risks were identified. The implementation was, from an ex-ante point of view, as realistic – both in terms of timeline and envisaged results.</p> <p>From today's perspective and against the background of other projects, the highest risk for project probably lay in a potentially very difficult access to ethnic businesses and in the work on creating networks/a community. In both cases, the Mingo team managed very well and allocated sufficient levels of effort in these areas.</p> <p>Envisaged sustainability, results exploitation and transferability</p> <p>While the question of sustainability of actions is clearly documented in the project application and consequent reports, the questions of transferability and results exploitation has only been touched upon marginally. The question of sustainability is a main criterion in the ex-ante project evaluation executed by the managing authority and needs to be described in the project application.</p> <p>In terms of regional transfer, the question is irrelevant as the project already covers the entire city/region of Vienna. Transfers beyond that have not been addressed.</p> <p>Role of EU support and added value</p> <p>Without EU support, the project would not have gone forward in its present form. The additional funding enabled the project promoter to do far more than initially planned (some accompanying measures for start-up firms in the Mingo office buildings).</p> <p>The ERDF allocation enabled the project promoter to expand its services to the entire city area and to establish the current service structure.</p>
<p>3.2. MANAGEMENT, MONITORING AND EVALUATION SYSTEM</p>	<p>Project management system and management process</p> <p>A coherent and well managed project managements is in place since the start of the project in 2008.</p> <p>Selection of project manager</p> <p>The project manager and its team were appointed by the final beneficiary and project promoter, the Vienna Business Agency (Wirtschaftsagentur Wien).</p> <p>Management structure and task attribution</p> <p>The project is managed by an assigned project manager for all Mingo services (and internal head of division). Within the team, responsibilities are clearly divided between the task managers for neighbourhood services, Mingo academy, coaching/finance and Migrant Enterprises.</p> <p>Staff for implementing the project and gender balance</p> <p>At the beginning of 2012, 7 persons were working full time on the project, external consultants and experts excluded. The average staff capacity is 8 persons.</p> <p>The team is almost exclusively female (7 female, 1 male).</p> <p>Steering process</p> <p>The project is steered by the project manager who is in regular contact with the Managing Authority. Apart from regular internal team meetings, no specific</p>

	<p>steering or technical groups meetings are being organised.</p> <p>Monitoring The project promoter reports to the Managing Authority through regular monitoring reports (2/year). These reports, which show the financial and quantitative progress of the project implementation, are mandatory for interim payments. After the data is entered into the fully electronic (national) monitoring system “ATMOS”, the reports are assessed (and approved) by the Managing Authority. They form the basis for subsequent payment claim to the European Commission.</p> <p>Evaluation At programme level, The managing authority will perform a general ex-post-evaluation of the Viennese programme in its closure phase. At project level, an evaluation system at project level is currently being developed. The project promoter is aware of the necessity to have accurate data, both on the levels of satisfaction amongst its “clients” and of the further development of e.g. start-ups (how did they develop after their first years?) The current evaluation of results is rather based on personal feedback from clients than on standardised instruments. A detailed study on the coaching services for start-ups and business founders 2008 to mid-2010 was performed by L&R Sozialforschung in July 2011 in order to support the steering processes in Phase 2.</p> <p>Applied evaluation methods, indicators, quantification Within the implementation of the project, a series of quantitative indicators is being evaluated. They are based on quantitative targets specified in the project application. Apart from the data which is used for reports to the managing authority, further data is collected at the level of sub-projects (e.g. for neighbourhood services). No external evaluation has yet been conducted except the study by L&R Sozialforschung on “Mingo Gründungscoaching” in Phase 1.</p> <p>Unforeseen problems and how they have been overcome Apart from small adjustments at sub-project level, no major changes to the project have been necessary since 2008. In contrast to the phase 1 application (2008-2010), the phase 2 application (2011-2013) puts stronger emphasis on qualification in financial matters. This change is based on the feedback of companies which consider this important but often tend to avoid it.</p> <p>Combination of different EU funds Not relevant.</p>
<p>3.4. GOVERNANCE: PARTNERSHIP, PARTICIPATION AND EMPOWERMENT</p>	<p>Composition of the partnership The project partnership is steered by the project promoter which clearly takes the responsibility for the measures implemented. There are good relations to the managing authority which sees its role as a supporter and sponsor. Within the project, the project promoter reaches out to a vast number of partners, including the Viennese chamber of commerce, relevant departments in the city administration or other public bodies. Most cooperation partners are chosen on a case-to-case basis (e.g. consultants/external experts for business coaching sessions, local colleges for holding English or German classes for company owners, urban renewal agencies for coordinating neighbourhood services).</p> <p>Roles of the partners Funding providers/sponsors: ERDF Managing authority and Vienna Business Agency for national co-financing (main interest: strengthening the</p>

<p>competitiveness of Viennese SME, enhancing innovation).</p> <p>Project promoter: Vienna Business Agency (main interest: as above).</p> <p>End-users: SME (start-ups and established firms, thereby laying a strong focus on freelancers and migrant companies, as well as market stall owners) (main interest: increasing levels of innovation and qualification, getting business started or keeping it running, reinforcing market positions).</p> <p>Expertise provider and creative contribution: Project promoter/Vienna Business Agency.</p>
<p>Involvement of the wider public</p> <p>The wider public is involved through a) the benefitting SME and their employees, b) marketing and advertising campaigns in neighbourhoods and c) events, both at city and neighbourhood levels.</p>
<p>Role the city administration</p> <p>The city of Vienna has the legal competences of a region and can therefore act as a managing authority for its regional programme.</p> <p>The project promoter is an agency which is owned by the city of Vienna.</p>
<p>Steering of the implementation process</p> <p>The implementation process is steered by the project manager.</p>
<p>Political support</p> <p>Since its start in 2008, the Mingo project benefits from political support. The vice-Mayor of Vienna and responsible for economic affairs, Ms Renate Brauner, seems to provide high-level political support for the project.</p>
<p>Innovative elements of the partnership</p> <p>One of the most innovative elements was probably the target group (and the end users). Especially the involvement of ethnic businesses signifies a breakthrough in fully recognising the economic importance of these firms for smart growth. This particular target group which is widely seen as difficult to include adds specific value added to the composition of the partnership. After all, they not only acted as end-users but also as “multipliers” in their ethnic communities.</p>

4. INNOVATIVE ELEMENTS AND NOVEL APPROACHES

4.1. INNOVATION

Initiators of new approaches

Innovative elements both in project design and implementation have been initiated by the project promoter.

Partly these new approaches, which are listed and described in the boxes before, were ‘tested’ in the project promoter’s work as a business agency.

However, the current content of the project goes far beyond the ‘usual’ portfolio of offers and services.

Management practices different from common practice

In the design, planning and management process standard principles of sound project management are being applied. The project is well structured, has clear attributions of tasks and budgets, as well as straight-forward responsibilities.

An innovative aspect of it however is that diversity management seems to be fully included in the management process. The multi-lingual offers require active internal communication and a good understanding of cultural differences within the project team.

New approaches in communication and dissemination

The project team uses very pro-active, verbal communication with potential company founders and existing companies to engage them in the project. It is the team’s objective to help and support wherever needed, and to find solutions for their target group, e.g. if needed, also interpreters are hired to

	<p>help start-ups with languages outside Mingo’s language portfolio. Despite being city-owned and a public body, the project promoter seems to avoid being perceived as a government organisation.</p> <p>This is also vital creating an ‘SME community’ and helping companies to co-operate and create synergies. This aspect adds a real added-value and encourages businesses to help each other (an aspect which is especially important for start-ups).</p> <p>Furthermore, the visual appearance of the project (logo, corporate design) suggests an innovative and dynamic process behind it.</p> <p>To disseminate results and to inform the wider public, the project team uses a variety of communication tools, from events to their website and regular media coverage.</p> <p>New approaches in exploiting and transferring the results</p> <p>So far, and as the project promoter considers the smooth implementation as their highest priority, the transfer of the methods and the results is not (yet) a real topic.</p> <p>Apart from rather punctual exchanges with international partners or other EU regions, no specific co-operation projects have been drawn up. Also at the national level, no attempts to mainstream the approach to other cities or regions have been undertaken due to a lack of competences at federal level.</p> <p>However, the project was presented within the URBACT programme’s “Open Cities” network where it received positive feedback from other cities involved in the network.</p> <p>Another initiative to attract more interest on an international level was performed in the Webinar “Enterprising Cities: Incubating Immigrant Entrepreneurship” (Cities of Migration Learning Exchange Event, September 2011) by presenting Mingo migrant enterprises as one of Vienna’s best practices.</p>
<p>4.2. KEY IMPLEMENTATION CHALLENGES AND PROBLEM-SOLVING PRACTICES</p>	<p>Main challenges during project implementation</p> <p>Main challenges lay in the start-phase for the project. Firstly, the potentially very difficult access target group of ethnic businesses had to be reached and included as clients. Secondly, establishing the services and creating networks appeared as a major challenge.</p> <p>The team managed both challenges well, mainly because of the members’ work experience in the fields and the available resources.</p>
<p>4.3. THEMATIC FOCUS</p>	<p>EU2020 smart growth</p> <p>The project shows the high importance of small and micro-enterprises for Europe 2020 and their potential for increased competitiveness and more innovation. It combines all three targets which the Union’s “smart growth” objective intends to address:</p> <ul style="list-style-type: none"> • education through improving the levels of skills and qualifications of company owners and their staff; • research and innovation through tailored SME coaching for implementing new business ideas and creative approaches as well as creating an innovation-friendly business environment for small and micro-enterprises, and • digital society by making SME for communication technology and (partly) helping young ICT entrepreneurs to make their way on to the market. <p>Mingo also illustrates that SMEs, and especially micro-enterprises, are heavily dependent on their local and regional environment where proximity plays a key role, in particular regarding access to tacit knowledge for innovation. SMEs, accordingly, need support to access outside knowledge, in the form of innovation support services tailored to their needs so that they are able to face up to the new forms of competition that are developing in the global economy.</p>

	<p>There is, after all, a real need to create innovation-friendly business environments and to support the development of smart regional specialization. Smart growth strategies should therefore not only focus on larger, well-established SME but also fully exploit the potential of young, ethnic and/or female micro-enterprises.</p>
5. FUNDING	
	<p>Annual allocation of ERDF funding (in €) 2008: 0 2009: 212 047 € 2010: 240 635 € 2011: 192 943 €(Phase 1) + 61.050 (Phase 2) 2012: 307 702 € 2013: 317 974 € 2014: 271 424 €</p> <p>Contribution of national, regional or local authorities The required co-financing for the project comes from the city's budgets and amounts to € 1,603.775 or 50% of the total costs.</p> <p>Weight of the project in relation to city budget is minimal. In 2011, Vienna had an annual spending budget of € 11,43 billion. In the same year, the required annual city co-financing for Mingo (without ERDF) to € 253.993 amounted.</p> <p>Impact on local tax By supporting the creation of businesses and jobs, the project has clearly positive impact on local tax generation.</p> <p>Coordination with other funding mechanisms No evidence for any mismatch with funding from local/regional/national programmes was found.</p> <p>Leverage of private investment generated by public funding The effect of public spending on private investments has not (yet) been evaluated and is not monitored by the project promoter or the Managing Authority.</p>
6. PROJECT ASSESSMENT	
6.1. SUSTAINABILITY	<p>Sustainability of activities As the success of companies is currently not evaluated or monitored after they had used Mingo services, only few fact-based conclusions can be drawn in this area.</p> <p>Punctual surveys amongst participating SME however suggest a high degree of sustainability. The evaluation of the 2008-2010 coaching sub-project shows that 71% of all "coached" participants started a business, and that 90% of these firms are still up and running after two years.</p> <p>Another factual indication is the visibly improved situation of the consumer markets which were in the focus on the neighbourhood services. While the Hannover market is a good example of sustainability by transforming a once abandoned market site into a lively business area (which has however started its regeneration already in the 2000-2006 period), it is probably too early to tell for other neighbourhoods and their consumer markets.</p>
6.2. TRANSFERABILITY	<p>Continuity after 2013 The city of Vienna shows a strong commitment to the project. Both at political and policy level, seems to be strong will to continue with the services after the end of 2013. Also, the final beneficiary (a city-owned, economic development fund) aims at enlarging (rather than reducing) services in the field – where appropriate and according to the future needs of the Viennese economy.</p>

	<p>It was also indicated in one interview that Mingo could also become a part of the next ERDF programme in Vienna.</p> <p>Apart from the Mingo services which are the focus of the EU project, the Mingo offices are very likely to continue as they are already financed independently of EU funds.</p> <p>Continuity from previous funding periods:</p> <p>One part of the project (neighbourhood services) stems from the 2000-2006 Objective 2 Programme for Vienna.</p> <p>Continuity from other initiatives:</p> <p>Mingo was originally set up as an office space provider for start-ups (the title “Mingo” stands for “Move in and grow”, established in 2007). This part of Mingo, which is not part of the EU co-funded project, existed already before the services were set up.</p>
	<p>Mainstreaming</p> <p>The project did not start as an EU funded pilot action or action plan (e.g. URBAN, EQUAL, URBACT) before being picked up by the mainstream ERDF programme.</p>
	<p>Transferability</p> <p>The transfer of the “Mingo experience” is in its very early stages. Apart from rather punctual exchanges with international partners and the positive feedback within the URBACT “Open Cities” networks, the Europe-wide exchange is currently weak. Also within Austria, no projects inspired by Mingo could be identified (N.B. This might be rooted in the fact, that Vienna enjoys an exceptional and singular position among Austrian cities as capital and by far largest city. In addition, Austria has no urban policy which could serve as a platform for transferring such project experience).</p> <p>Overall, the project shows great potential for further application, nationally and in other Member States. The project’s migrant and neighbourhood services represent innovative, valuable approaches. The following aspects of Mingo seem worth of being transferred or tried out in other cities and regions. They represent major success factors for the project.</p> <ul style="list-style-type: none"> - low-barrier access and client-orientation of free-of-charge-services - delivery of integrated ‘packages’ which help SME to innovate and develop - specific focus on migrant communities and ethnic businesses - awareness that existing SME, also market stall owner, can generate growth and economic prosperity - connection between urban renewal and SME support at neighbourhood level - the free-of-charge provision of services might trigger more investment than small grants <p>For adopting the project’s approach, other cities would not only need to develop actions in the areas listed above, but also to have a motivated, well-connected project promoter to implement concrete operations. Also, political commitment would be needed to give similar actions a head start.</p>
<p>6.3 Issues and problems</p>	<p>The main challenges mostly appeared in the start-phase of the project. On one hand, the potentially very difficult access target group of ethnic businesses had to be reached and included as clients. As the project promoter only had limited experience in dealing with this group, this aspect represented a challenge which was overcome with additional managerial efforts in the area. It can be assumed that this part of the project will also improve its performance with a growing level of experience in phase 2 of the project.</p> <p>On the other hand, establishing the services and fitting them into the framework of the operational programme appeared as a challenge. Especially high control and bureaucratic standards required by EU legislation made it</p>

	<p>necessary to strengthen administrative aspects of the project.</p> <p>The team managed both challenges well, mainly because of the members' work experience in the fields and the available resources.</p>
<p>6.4 PROJECT RESULTS</p>	<p>Results and outputs</p> <p>The positive, quantitative results from the project's first phase (only 2008-2010!) are displayed in section 1 of this document. Further to the information, the following results from the five fields of activities can be given:</p> <ol style="list-style-type: none"> 1. Coaching for start-ups and company founders Coaching sessions (1 hr. each): 1 323 Engaged start-ups (also potential): 462 Events: 18 2. Mingo Academy – Fostering innovation and widening the knowledge base in SME 'Innovation' workshops: 10 Academy workshops: 186 Participants in academy workshops: 2 700 Engaged businesses: 728 3. Mingo Awards and Mingo community Mingo awards ceremonies: 1 Contacts in the 'Mingo Community' data base: 6 000 4. Mingo Migrant Enterprises Counselling sessions for businesses: 462 Coaching session for start-ups: 107 Events with partner organisations: 17 5. Neighbourhood services ('Grätzelmanagement') Participants in workshops and seminars: 350 Engaged businesses: 139 Counselling sessions for businesses: 466 Events with partner organisations: 25 <p>Phase 2 also seems to be on a good path to achieve good outputs and results. However, only data for January to June 2011 is yet available.</p> <p>In terms of spending, a total budget of € 3 207.550 (phases 1 and 2 combined) is allocated to the project. At the end of 2011, almost 634 607.09 of the ERDF budget was spent.</p> <p>Overall performance</p> <p>In phase 1, the project delivered positive results in all five fields. Phase 2 (2011-2013) is well on the way. In quantitative terms and at project level, all quantitative goals for the first phase (2008-2010) were overachieved:</p> <ul style="list-style-type: none"> - Projects enhancing the creation of new companies: 23 (target: 20) - Cooperation and networking projects: 62 (target: 30) - Supporting/coaching start-ups and young businesses: 164 (target: 80) - Persons in business counselling sessions: 2 705 (target: 1,000) - Public events: 310 (target: 70)
<p>7. CONCLUSIONS: KEY SUCCESS FACTORS AND LESSONS LEARNED</p>	
	<p>For the project, the following five success factors were identified:</p> <ol style="list-style-type: none"> 1. Mingo addresses a clear, specific target group which is often overlooked in its relevance for smart growth. Statistics show that the number of one-man/woman-companies is constantly rising, while many offers of business or labour market institutions still address mostly larger companies. To use this enormous potential of (literally) thousands of small, but often very creative enterprises is not only

	<p>smart, but also necessary.</p> <ol style="list-style-type: none"> 2. Mingo is about low barriers and easy access. This starts with overcoming language barriers and ends with free-of-charge workshops. What Mingo offers is digestible, understandable and comprehensive. Instead of delivering bits and pieces, the provided services come in packages. From the office to the coach – it is all-inclusive. 3. Mingo shows that good communication – and flexibility can conquer even target groups which are hardest to reach. The services provided by Mingo migrant enterprises come tailor-made, in the right language and without the connotation of being imposed or too government-driven. Activating the potential of ethnic businesses which can (and already do) play an important role in export-driven sectors is, again, vital for smart growth. At the same time it can support social cohesion in urban areas. 4. Mingo is about creating a community and using its collective assets. Also, the importance of networking amongst enterprises cannot be stressed enough. Supporting each other and creating synergies through complementarities is a cost-free way to become more competitive on the market. 5. Mingo is driven by an engaged project promoter and an energetic, motivated team. The pro-active way in which potential start-ups are addressed or in which consumer markets are being brought back to life sets the tone. Mingo successfully creates the image of being something dynamic, fresh and smart. <p>Overall, five lessons can be learnt from the project:</p> <ol style="list-style-type: none"> 1. Mingo demonstrated that small and micro-enterprises, also market stall owner, have a potential for smart growth and economic prosperity at city level. It can however not be ignored that young start-ups usually have the potential and the creativity for very innovative approaches, but often lack the necessary levels of professionalism and business skills. 2. To achieve this, the delivery of integrated “packages” of services is a good tool for helping businesses to innovate and to “professionalise” their operations. 3. The services which are provided need be affordable (or free-of-charge, as in the case of Mingo) and show high degrees of client-orientation. Tailored service products are necessary to respond to the entrepreneurs’ needs. A friendly, but professional manner of communication helps in achieving this. 4. The provision of services might be more important for small and micro-enterprises than small investment grants. Knowing how to deal with banks and public authorities or basic skills in book keeping can sustainably improve the performance of the companies. 5. A specific focus on migrant communities and ethnic businesses is a good way to fully exploit their economic potential. With their strong ties to local ethnic communities and to origins abroad, migrant enterprises show a particularly high potential in export-oriented sectors. The use of native language for events and coaching sessions is vital to increase the accessibility of support services and to make things fully understood.
8. MORE INFORMATION	
Bibliography	<p>References</p> <p>Final report of Mingo Services for SME 2008-2010 of 21 March 2011.</p> <p>Revised project application for receiving funding from the ERDF OP for Vienna 2007-1013 of 28 May 2008.</p> <p>Regional Policy contributing to smart growth in Europe 2020, Communication</p>

	<p>from the Commission, Brussels, 6.10.2010, COM(2010) 553 final.</p> <p>Relevant web links</p> <p>http://www.mingo.at/</p> <p>http://www.bka.gv.at/DocView.axd?CobId=43934</p> <p>http://eu.wien.at/index.php?m1_active=3&m2_active=32&pg_active=3&pr=IABAAA_00002</p>
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