



Unioncamere  
Veneto

# Business Transfer Network Strategy

WP T3 - Task 3.1

## Deliverable D.T.3.1.1

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## 1. Governance Model

### 1.1 Defined common set of mentoring services at transnational level

According to the methodological approach- survey analysis conducted by University of Applied Sciences of Chur – PP11 (D.T2.2.1 Cooperation Manual) the Business Transfer Governance Model will ensure a set of MENTORING actions targeted to potential sellers and buyers in the Alpine Space Region by providing the following harmonized services:

- **Consulting:** the network organisation meets the client (seller or buyer) and intensively consults the client relating to specific individual and real challenges.
- **Training & seminar:** the network organisation offers closed events to help the clients to develop their skills and knowledge needed for a successful business transfer.
- **Workshop:** the network organisation offers closed events to guide the clients to master challenges of their BT project, e.g. formulating an innovation strategy for the clients' companies. What differentiates a workshop from trainings & seminars is that the result is a real piece of work the participants will effectively use for their BT project, which they are already following.
- **Public event:** the network organisation offers to the public events of public interest such as key note speeches, expert talks or panel discussions.
- **Information package:** the network organisation offers information relating to BT on their website or in print formats that are designed to be used by the client without further guidance.
- **Networking:** the network organisation is running databases or matching platforms and/or organizes events that follow the main objective to bring people together.

### 1.2 Common objectives

All the project partners within the C-TEMAIp project committed themselves to reinforce their services portfolio and capacity to provide basic information to the companies in relation to potential transnational business transfer and innovation processes.

In particularly they agreed to:

- I. Serve SMEs even with specific supporting services for innovation and diversification processes in view of potential BT;
- II. Adjust the BT services for the matching at transnational level;
- III. Gain the capacity to deal with a potential list of international companies;
- IV. Increase the capacity to easily report to the other members of the network and access to key information;

### 1.3 BT mentoring services toolkit

The BT Governance Model is based on a harmonized procedures adopted by all partners. The procedures forecast the use of **standard documentation** and informative material such as:

- First contact information sheet
- Mentoring service report
- Buyers and sellers datasheet with key information to be uploaded in the common database
- Feedback questionnaire filled by the served company.

The Governance Model is based on a 3-level intervention in favor of the served companies:

#### Services Level 1

- Delivery of **Information packages (FOLDER)** about the BT topic;
- Fix appointment for a first meeting with experts;
- Collection and delivery of articles about the BT topic;
- Information on local dedicated workshops/events.

#### Services Level 2

- First Orientation meeting in the office;
- Participation to a first meeting, free of charge.

#### Services Level 3

- First consultation to evaluate the company in order to satisfy the needs of both parties (buyer and seller)
- Sellers publishing service;
- Buyers profiling;
- Matchmaking between Buyers & Sellers use of transnational platform or contacts with other local stakeholders part of the network.

### 1.4 Chart of competences

According to the evaluation carried out by the University of Applied Sciences of Chur – PP11 (D.T2.2.1 Cooperation Manual) on the competences among the project partners, it has been underlined how there are too diverse competences between one organisation and another to build any general standardized service for companies.

Consequently, the competences required for a sustainable and enlarged networking action for business transfer in the AS area, include general skills and technical requirements with a focus on Networking

Skills, Event Management, Project Management, General Training Skills and Language Skills. The basic competences shall be guaranteed and undertaken by each new network member.

## 2. Code of conducts

### 2.1 Preface

The Code of Conducts outlines the pillars of **the C-TE Alp Business Transfer Network Strategy** towards the implementation of dedicated BT services to companies and the use of the C-TE Alp results including the BT platform.

The organisation subscribing the Memorandum of Understanding (MoU) are required to read and accept these policies and confirm this upon subscribing.

The below policies identify key principles that have to be considered in the implementation of dedicated transnational BT services. The network organisations commit themselves to respect the overall principles and recommendations with the aim to balance the service portfolio and complement competences and knowledge.

*By adhering to the Code of Conduct, the network organisations subscribing the MoU commit to share the same core values, to follow the same key principles and to respect the quality principles with regard to the key relationships.*

### 2.2 Core values (mutually undertaken on the basis of the EEN code of conduct)

**Professionalism** - Professionals use their knowledge and skills to the benefit of their clients according to the state-of-the-art of their profession, using protocols when available and appropriate and discretion when needed.

- The manager consulted by his/her co-workers ensures the efficient use of resources and effective co-operation with other teams, in order to maximise the performance. He/she aims to realize the performance targets agreed upon, but never accepts unprofessional work.
- The manager ensures the constant development of the knowledge and skills of himself/herself and his/her team. He/she also stimulates the contribution of his/her co-workers to the development of the profession/discipline.
- The work of the team must comply with quality principles and be assessed regularly by peers.

**Adding European Value** - European added value means that the goals, methodology and nature of the co-operation undertaken have an aspect that is not merely confined to local, regional or even national interests, but which has a European scope.

**Responsiveness** - Responsiveness means being able to react quickly towards clients as well as other colleagues, by using an appropriate, polite way to acknowledge having received an enquiry and provide details on how quickly the information or support can be provided. A Network staff should be approachable (available on the phone/for meetings, etc.), flexible and knowledgeable on the subjects he/she talks about. The Network staff is mindful and respectful of the needs, drivers and motivations of the client.

**Trust and trust-building** - Due to the interdependence of their activities, partners often depend on other partners to help their company clients. There is therefore a need for trust. The Network should be "a place where people trust each other, are high performing, accountable, hold each other to high standards and are honest with each other."

**Networking** - Network partners have only limited time and budgets to do it. They understand the difficulty of their mission and are determined to achieve whatever they can. Members do not all have the same capabilities but offer a variety of skills, talents, experience and attitudes that enrich their support to their clients and colleagues and provide a broader range of options.

**Encouragement** - The Network is only as strong as its weakest link. It is therefore important to ensure that all Network partners identify their strengths and areas of expertise, and share this knowledge with their colleagues. It is also important for Network partners to objectively identify weaknesses within their own consortia and find solutions to address them possibly in collaboration with other Network partners. Within this atmosphere of mutual respect of our strengths and weaknesses, and an open approach to sharing best practice, encouragement thrives.

Encouragement is not only restricted to the Network, but should extend to the relationships with clients and stakeholders. Partners have the expertise, knowledge and connections required for a company to innovate, internationalise and grow, and this should be exploited to clients' advantage.

**Relationships** - Partnerships in business can be challenging. It is widely acknowledged that most partnerships fail. However, the ones that succeed can achieve much greater levels of success more rapidly than if the same individuals tried to achieve the same goals alone.

**SME Focus** – Network partners will focus on SMEs which are responsible for the majority of new jobs created in Europe, contribute to growth and prosperity, and have a greater capacity for innovation and flexibility in a changing business environment makes them crucial for Europe's success in the global economy.

## 2.3 Key principles

- Represent a neutral and trustworthy host organization
- Commitment to guarantee anonymity of sensible data, especially for potential transferors;
- Commitment to guarantee personal contacts and creation of a trusting relation with the company;
- Commitment to keep profiled updated;

- Commitment to provide regular check of information collected by the companies and to see if advertisements are still valid regularly;
- Provide assistance to the company in drafting advertisements;
- Ensure quality and reliability of profiles made available and the corresponding quality of the services provided by the platform team.
- *Providing a professional service*
- *Adhering to the “no wrong door” principle: Each company shall be guided towards the most appropriate service provider for their business needs. When the most appropriate service provider is not the Network Partner initially contacted, it will be the responsibility of that Network Partner to signpost the client to the correct service or organisation within the Network.*
- *Being a cooperative and loyal member of the Network.*

## 2.4 Commitments towards the other network members

In their relationships with other Network organisations and with the Supporting partners shall commit to:

**Being pro-active** - Each Network organisations should actively build up and maintain relations with other Network partners, particularly in other Member States, in order to facilitate cooperation for providing Network services.

**Being responsive** - To contribute to the value and effectiveness of the Network, it is essential that Network organisations respond to messages, enquiries and requests promptly and comprehensively. Network Partners will always provide a response, no matter what the outcome.

**Being responsible with all correspondence** - To ensure smooth, successful communication within the Network, avoid wasting time and ultimately guarantee a better service for our clients, it is necessary that Network organisations are not only prompt, but also act responsibly with regards to the messages which they both send and receive.

The Parties agree to mutually cooperate and trust in the common transnational cooperation and commitment themselves to:

- **Identify employees** with professional spoken and written English language skills and BT expertise for first contacts.
- **Train these employees** on the C-TE Alp platform, principles of the partnership.
- Dedicate specific informative services to **international BT** requests.
- Continuously **collect information from own customers** about potential international BT activities.
- Use any service format to **promote international BT** as an alternative to evaluate.

## 2.5 Code of conduct pillars

The Parties agree to do act in coherence and respect of the following key principles in compliance with the internal rules, statutory objectives and legal framework of reference:

**PILLAR 1** – The Business Transfer Network members will ensure the involvement of:

- Skilled and English speaking personnel dedicated as a first contact;
- Able to profile the companies and aware of the BT platform use and mechanisms;
- Able to involve other local stakeholders to reduce the gaps;
- Able to be in contact with other partners' staff referents.

**PILLAR 2** - The Business Transfer Network members will guarantee their services efficiency through:

- Timing submission of information and material;
- Prompt capacity to fill and upload the company profile in the platform;
- Availability for individual meetings;
- Tracking records of the proposed services by filling the first contact standard form;
- Prompt reply to the other transnational partners in relation to the information required by the network;
- Prompt capacity to address the company to external experts or service providers if needed.

**PILLAR 3** – The Business Transfer Network members will guarantee the use of harmonized procedures and standards forms by:

- Using of the first contact sheet;
- Using the standard company profile sheets;
- Using dedicated documents' storage;
- Guaranteeing confidentiality of sensitive information.

**PILLAR 4** - The Business Transfer Network members will guarantee harmonized quality standards by:

- Regularly assess the quality of the internal service provided
- Regularly assess the quality and competences of the external service providers involved.



### 3. Enlargement action and exit strategy

#### 3.1 Enlargement action

The Governance Model foresees the role of the involved organisations as **HUB service points** linked at transnational level between each other and a local level with a set of **‘second level’ service providers’ organisations identified by the Partners as capillary service points of the Networks at Regional level.**

The **HUB service points** will be thus both the formal partners of the C-TEAlp Project, “Continuity of Traditional Enterprises in Mountain Alpine Space Areas”, and other organisations willing to join the Business Transfer Network.

The Network organisations will build synergies with other complementary service providers outside the Network in their geographic area.

When the most appropriate service provider is not an HUB service point but a second level organisation, the Network organisation initially contacted, will be the responsibility to signpost the client to a service provider which follows the common values and principles set out in this Code of Conduct.

Network organisations shall make sure that the second level service providers know in detail what services other providers can offer, along with the correct contact details, to ensure their clients are signposted confidently and correctly.

When signposting clients to a service provider outside the Network, Network organisations should attempt to agree in advance what level of service and standards their clients can expect to receive.

**Regional Networks are expected to be promoted within the Enterprise Europe Network Consortia**

**Second level service providers** can be:

- other public or private business organisations
- service companies
- banks and credit institutions
- advanced experts: i.e. legal experts, accounting experts, business angels, etc.

### 3.2 Exit strategy

#### **Enlargement Action through Enterprise Europe Network**

During the implementation of the project, the partnership discussed about its sustainability of the project after its closure and the partners agreed to propose the creation of the new working group within EEN in order to actively cooperate to sustain the Business Transfer policies at European Level. The C-TE Alp partners organisations mutually agreed that the experiences from the C-Temalp project will be used in the framework of the EEN 2019 working plans to facilitate the continuation of the tested BT activities taking into account also the recommendations of the EEN's actual Annual Guidance Note 2018.

In particular, the following key actions are integral part of the project exit strategy:

1. **Support the creation of a new EEN working group on Business Transfer topic** - Thematic Group BT (TG BT) in order to:
  - a. Jointly promote Business Transfer services awareness campaigns and information initiatives at EEN level;
  - b. Mutually cooperate to exchange information to the benefit of potential sellers and buyers;
  - c. Provide and guarantee common and harmonized standards in the provision of mentoring services for companies according to the enclosed Code of Conduct;
  - d. Actively cooperate to sustain the Business Transfer policies at European Level.
2. **Recommend to restructure the actual TG Partnership Process & POD (TG PP)** to make e.g. both TG BT and TG PP sub-groups of a new TG Transnational Business Cooperation.
3. **Support transfer on knowledge to other Business Services organisation** within the EEN Network by offering a BT mentoring services toolkit e dedicated training actions.
4. **Services Improvement through the Involvement of Advanced Experts**

## **Memorandum of Understanding**

*C-TEMAIp - Continuity of Traditional Enterprises in Mountain Alpine Space areas*

*Signed on 18 October 2018 in Munich (Germany)*

### **O.T3.1 Business Transfer Network strategy signed between**

1. Veneto Innovazione S.p.A. (IT)
2. Unioncamere del Veneto - Eurosportello Veneto (IT)
3. Camera di Commercio, Industria, Artigianato e Agricoltura di Bolzano (IT)
4. CSMT Gestione S.c.a.r.l. (IT)
5. Innovation Region Styria GmbH (AT)
6. Chambre de commerce et d'industrie Marseille-Provence (FR)
7. Styrian Economic chamber - Follow me - Betriebsnachfolge Steiermark / business transfer Styria (AT)
8. Italienische Handelskammer München (DE)
9. Industrie- und Handelskammer für München und Oberbayern (DE)
10. Območna obrtno-podjetniška zbornica Maribor (SI)
11. Zavod Mariborska razvojna agencija (SI)

European funding programme: *Interreg V Alpine Space programme 2014-2020*

## GLOSSARY

**C-TEMAIp:** Continuity of Traditional Enterprises in Mountain Alpine Space Areas

**AS:** Alpine Space

**MoU:** Memorandum of Understanding

**SME:** Small and Medium-Sized Enterprise as defined in the EU recommendation 2003/361

**Network organisation:** The network organisation is defined as the formal partners of the C-TEMAIp Project, “Continuity of Traditional Enterprises in Mountain Alpine Space Areas”, other organisations willing to join the Business Transfer Network and the ‘second level’ service providers’ organisations identified by the partners as capillary service points of the networks, as defined in the Business Transfer Network Strategy document which forms integral part of this agreement.

**EEN:** Enterprise Europe Network

**BT:** Business Transfer

## **Article 1. Preamble**

**1.1** The C-TEMAIP Project, “Continuity of Traditional Enterprises in Mountain Alpine Space Areas”, has been approved within the first call of the Interreg Alpine Space programme 2014-2020, Priority Axis 1.

**1.2** Within the above-mentioned project, the project partners jointly developed and tested a set of services for SMEs business transfer and continuity in the Alpine Space Area between December 2015 and December 2018.

**1.3** The subscribing organizations (parties) of this Memorandum of Understanding are the former partners of the C-TEMAIP project and other organisations willing to join the Business Transfer Network, including ‘second level’ service providers’ organisations identified by the partners as capillary service points.

**1.4** The subscribing organizations (parties) thus undersign and commit themselves to respect the common Code of Conduct and Cooperation Model proposed within the C-TEMAIP Project, which forms an integral part of the present agreement (Annex I – D.T3.1.1).

## **Article 2. Aims of the MoU**

**2.1** This Memorandum of Understanding (MoU) is a mutual statement of commitment among the parties. It serves to keep record of the commitment of the parties, which agree to make every reasonable effort to create a mutual networking cooperation for the support of business transfer services for Alpine Space companies.

**2.2** The aim of the present Memorandum of Understanding is to promote the transnational cooperation of the subscribing organizations in relation to the implementation and management of transnational services for business transfer and business continuity promotion in the Alpine Space area.

## **Article 3. Duration of the MoU**

**3.1** The present agreement enters into force on the date of the last signature and entrusts the involved parties with the sustainable definition of common cooperation standards in relation to business transfer services to companies, mentoring services and exchange of information for possible matching activities between buyers and sellers for a period of three years.

## **Article 4. Commitment of Parties**

**4.1** The Parties agree to:

- Jointly promote Business Transfer services’ awareness campaigns and information initiatives in the Alpine Space area;
- Mutually cooperate to exchange information to the benefit of potential sellers and buyers in the Alpine Space area;
- Provide common and harmonized standards in the provision of mentoring services for companies according to the enclosed Code of Conduct;
- Actively cooperate to sustain the Business Transfer policies at European level.



**4.2** The parties commit themselves to adopt the proper measures in order to reach the main goal of this MoU by adopting the BT mentoring services toolkit described in the attached BT Networking Strategy Annex I – D.T3.1.1

### **Article 5. Exit strategy mutual agreement**

**5.1** The parties commit themselves to mutually approve the exit strategy defined within the project which forms part of the present agreement and to adopt all the necessary measures in order to ensure:

- Transfer of information and concrete experiences to third parties including external organizations interested in being part of the network
- Do any reasonable effort to research of other financial resources to cover dedicated services or integrate the tested services into existing internal ordinary activities.
- Promote and deliver specific actions dedicated to transnational business transfer at European level by transferring the gained knowledge and competences to other potential members outside the network, with specific reference to the Members of the Enterprise Europe Network (EEN).

### **Article 6. Right to withdraw**

**6.1** Each Party may terminate this MoU by written notice to the other Parties within a term of three months.

### **Article 7. Confidentiality**

**7.1** The parties of this MoU acknowledge and make sure that all the oral and written information exchanged relating to companies involved and relative data collection are confidential. All the parties have to keep them confidential and can not disclose them to any other third party without the other parties' prior written approval, unless: (a) the information are of public use upon approval of the companies; (b) the information are required by law.

### **Article 8. Final provisions**

**8.1** The representatives designated by the parties are entitled to sign this Memorandum of Understanding.

**8.2** All decisions concerning the present Agreement will be taken by the representatives of the concerned organizations (parties) or any other internal staff members of the subscribing organizations delegated by them.

Network organization:


**Veneto Innovazione S.p.A.**

Designated authorized representative:

**Fernando Bressan**

Function Sole Director

Signature



Network organization:

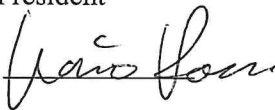
**Unioncamere del Veneto - Eurosportello Veneto**

Designated authorized representative:

**Mario Pozza**

Function President

Signature



Network organization:

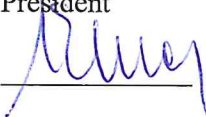
**Camera di Commercio, Industria, Artigianato e  
Agricoltura di Bolzano**

Designated authorized representative:

**Michael Ebner**

Function President

Signature



Network organization:

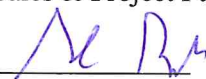
**CSMT Gestione s.c.a.r.l.**

Designated authorized representative:

**Alberto Bonetti**

Function Sales & Project Funding Manager

Signature



Network organization:


**Innovation Region Styria GmbH**

Designated authorized representative:

**Claudia Krobath**

Function Managing director

Signature



Network organization:

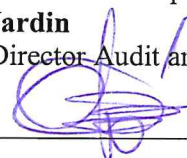
**Chambre de Commerce et d'industrie Marseille-  
Provence**

Designated authorized representative:

**Virginie Jardin**

Function Director Audit and Finances

Signature



Network organization:

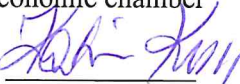
**Styrian Economic chamber - Follow me -  
Betriebsnachfolge Steiermark / business transfer  
Styria**

Designated authorized representative:

**Dr. Katrin Kuss**

Function Coordinator Follow me Initiative of  
Styrian Economic chamber

Signature



Network organization:

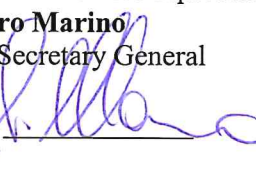
**Italienische Handelskammer München**

Designated authorized representative:

**Alessandro Marino**

Function Secretary General

Signature



Network organization:

**Industrie- und Handelskammer für München  
und Oberbayern**

Designated authorized representative:

Alexander Lau

Function Vice Managing Director International  
Business / Industry / Innovation

Signature



Network organization:

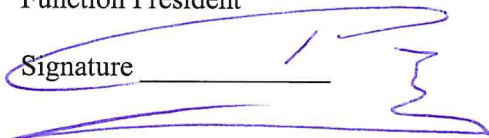
**Območna obrtno-podjetniška zbornica Maribor**

Designated authorized representative:

**Aleš Pulko**

Function President

Signature



Network organization:

**Zavod Mariborska razvojna agencija**

Designated authorized representative:

**Mihael Leskovar**

Function: Director

Signature

