

1. Background Capacity Building

In Denmark, Finland, Germany and Sweden there are already capacities for the promotion and advice of SME transfers by Business Support Organisations, which are particularly strongly developed and successful. In these countries the following activities are therefore realised to a lesser extent.

- Transfer and Implementation of transfer models, financing models and tools.
- Further qualification of the existing staff to become transfer coaches by training for the new models, tools and cooperation structure.
- In individual cases, personnel additions by new distributions of tasks of staff or even new staff.

As capacities are largely lacking in Estonia, Latvia, Lithuania, Poland and Russia, the vast majority of activities are concentrated here. When carrying out the following activities, the experience, knowledge, etc. of the other four countries were used.

- Development and coordination of plan to provide business transfer as permanent service to the SMEs in the region.
- Consultations with the respective management and decision bodies of the Business Support Organisations, how to set up the transfer services.
- Recruitment of staff from the existing employee base and / or recruitment.
- Renting and equipment of additional office, consulting and training rooms if not available yet.
- Purchases of laptops to run tools, use website and matchmaking etc. for consultations, as initial equipment within the scope of the project..
- Qualification of the personnel and application training for the new models, tools and cooperation structure.
- Ongoing exchange of experience with the experts of the countries Denmark, Finland, Germany and Sweden.
- Implementation of the transfer models, financing models and tools with companies in region.

Of central importance for the development and strengthening of capacities to promote business transfers is the qualification of the consultants of the business support organisations as well as the staff of other institutions who have to assist in business transfer. To this end, a train the trainer programme was developed, tested, evaluated and finalised on the basis of the evaluation results. The training programme was transferred to 18 colleges and universities from nine countries, which are involved as project or associated partners. In the future, these colleges and universities will continuously implement the Train the Trainer Programme and develop and offer further trainings, so that qualified personnel will be available in all regions of the Baltic Sea Region to support business transfers.

Structures and capacities of the funding institutions and results of capacity building are presented in Output 3.3 "Permanent cooperative structures of regional actors". The outputs of the core element of capacity building, the Train the Trainer Programme, are listed below.