

FEASIBILITY STUDY

Summary

OSS Implementation in the Region of North Aegean

1.1 Introduction

It is a common attitude of all governments in Greece, at least during last decades, the “support of entrepreneurship”. This attitude passes also through the “simplification of processes for starting a business”. Among the various measures, that during the times has been proposed and discussed, is the creation of One Stop Shops (OSS)

The need comes from the fact that while **establishment procedures** differ in general, depending on the type of business, they do include certain common stages which from all involving actors are considering being significant obstacles for business creation and development.

Initially, the business premises must be established. Following this, the sole trader or the partners of a legal entity (corporate enterprises) must register with the competent insurance body. In most cases, the business shall also be registered with the competent chamber of commerce. Depending on the type of activity, issuing an installation and operation technical license or a professional practice license may be required. Then, the competent Tax Office shall issue a VAT registration number and perform the bookkeeping process. Special procedures are also followed concerning staff recruitment, as well as other actions, such as trademark protection.

In this context - and taking into account the expression of the interest of the new government to set-up services that will simplify the setup of new business (provably within Chamber of Commerce) the objective of this study is to propose an effective model of support of business start –up and development in the Region of North Aegean.

The need for such a **special model springs from the characteristics of local economy and the needs of enterprises of region**. Those needs, to a great degree differs from those of the big urban centers.

1.2 Local economic structure and the characteristics of businesses

Structural changes during the last decades, intense demographic problems and the marginalization of Region due to its insular character, led North Aegean to a significant developmental delay.

The local economy is directed mainly in the services (with a participation of about 65% in the local GNP). The primary sector follows (with about 12% of GNP) is supporting the local secondary sector which is limited substantially.

Existing businesses are mainly a “family cause”. The lack of human potential is more than obvious. The small and limited local market, the islander character, the geographical isolation in combination with the lack of important human potential, have as result the growth of intense sentiments of introversion among the entrepreneurs. This is to a great degree the cause that the enterprises that exist and are created each year are mainly small individual enterprises.

1.3 Vision/mission statement of the RCC/OSS of North Aegean

The main goal for the RCC/OSS of North Aegean is to offer a range of integrated services to the entrepreneurs, the business and the communities of the islands, towards the creation and development of private or collective entrepreneurship activities. The RCC/OSS must offer its services, without any exclusion concerning the size of enterprise or the place of installation of enterprise.

By “**integrated services**” we understand all the necessary support that a business needs to decide in **relative certainty environment** for the planning and the growth of his/her enterprise.

By “**no exclusions**” we understand that these services must be provided in time/place and with the use of such methodologies and means, which are compatibles with the needs of the businessman, wherever he/she is located and in accordance with his/her educational and/or financial and social capabilities and status.

1.4 Strategic goals of the RCC/OSS of North Aegean

The strategic goals of the RCC/OSS of North Aegean, expresses a number of policies that must be develop, in order the RCC/OSS to fulfill its mission. These goals concretize the mission, and are translating in objectives which will ensure its achievement.

The RCC/OSS of N. Aegean must be capable to offer the businessmen and local communities with:

- 1) All the necessary services **that minimize or even annihilate** the time and efforts that the entrepreneur allocates for subjects that **do not concern** the planning and the growth or the operation of the business.
- 2) **Effective information and support** with regard to the investment opportunities, operational planning and business development.
- 3) **Education and training** for the development of capabilities and knowledge which the entrepreneurs and local communities needs, for the planning and development of private or collective business.

1.5 Action plans

The aim of the proposed action plans (functional programs) is to give the answers on **how the strategic goals of the RCC/OSS will reach to the final recipients**, the entrepreneurs and local communities.

In this context have been development 4 action plans. Each of them service a certain strategic goal.

1) **Action plan 1. Single Contact Point:**

*This action plan serves the strategic goal to offer all the necessary services **that minimize or even annihilate** the time and efforts that the entrepreneur allocates for subjects that **do not concern** the planning and the growth or the operation of the business.*

Services provided by the single contact point must be legally binding and accessible from a long distance (i.e.: via internet). The SCP additionally simplify the administrative processes by acting as a case manager for each company's activities - collecting and checking up on all paperwork filed and acting as a liaison between entrepreneurs and public administration.

The following services are included:

- Information on the local establishment of enterprises and sales promotion.
- Connection of local entrepreneurs and foreign partners.
- Potential investors and region / island, possibilities and capabilities.
- Information concerning taxation, legislation etc. during the process of preparation of the investment plan and/or during the transaction of any application,

- Information and support concerning each effort for entering to foreign markets.
- Guarantee of the relevant authorizations and/or approvals that are required for concretization of any investment or business explanation.

2) Action plan 2.: Business planning and development

This action plan serves the strategic goal for an effective information and support with regard to the investment opportunities, operational planning and business development

Services of scientific and/or technical advisory and information in individual or collective base, aiming to support the development of enterprising activity

The following services are included:

- Support for the development of the operational plan for new or existing business
- Advices for the better exploitation of various financial tools.

3) Action plan 3.: Business education and training

This action plan serves the acquisition of capabilities and knowledge which the entrepreneurs and local communities needs, for the planning and development of private or collective business.

Services aiming to assists local enterprises and communities in becoming more innovative, productive, and profitable by providing comprehensive training, education, and employee development.

1.6 Operational and technical development of the RCC/OSS

This separate action plan serves the acquisition of the necessary human recourses, infrastructures and technical means, so that the RCC/OSS to be as successful as possible.

The following are proposed:

- **Operational scheme.** Taking into consideration in one hand, the specific character of the businesses of N. Aegean and in the other hand the uncertain legislative environment, it is proposed the operation of the RCC/OSS of N. Aegean, as a **network**, which will consist from the follow members:
 - The **Regional Development Found of North Aegean**, which will have the whole responsibility of the system and the development, function and maintenance of the RCC/OSS information systems.

- The **Chambers of Commerce of North Aegean**, which will serve as the crucial “nodes” of the network in terms of offering to entrepreneurs and local communities the main services of the RCC/OSS and mainly by acting as a case manager for each company's activities - collecting and checking up on all paperwork filed and acting as a liaison between entrepreneurs and public administration.
- The Municipality **Centers of the Citizens**, which will serve as a reception to the network, mainly in those islands where the chambers have no facilities.
- **Description and analysis of the workflow** of services offered by the RCC/OSS, which consists from the follow “protocols” :
 - **Single Contact Point procedures and services.** The SCP of N. Aegean will consist by:
 - An Internet portal which will provides to services, companies and customers with comprehensive information. Moreover, it will offer the possibility of processing electronically formalities and procedures. The internet portal will operate under the authority of the North Aegean Development Found
 - Specific services within the framework of the Chambers of Commerce, which will act as a case manager for each company's activities - collecting and checking up on all paperwork
 - **Added value services: Business training and development,** which describes the methodology under which the services for business training and business planning and development, will offered by the RCC/OSS within the framework of the Cambers
 - **Customer care and satisfaction,** which describes all the necessary procedures for the reception, following up and evaluation of services offered, both by the Chambers and the Regional Development Found.
- **Description and analysis of the necessary supplementary investments in human recourses and infrastructure.** Taking into consideration the above described services and the existing capabilities and infrastructure of the members of the proposed network (both chambers of Commerce and the Regional Development Found) the following table indicates the supplementary needs in human resources and infrastructure.

Services	Existing capabilities	New investments	Member
<i>Single contact point</i>			
Internet and intranet server		✓	RDF
Content development and maintenance		✓	RDF
RCC/OSS Website		✓	RDF
Servant partial or total assigned to SCP	✓	✓	Chambers and Municipalities
<i>Business support and development</i>			
Support for the development of the operational plan for new or existing business	✓		Chambers of Commerce
Advices for the better exploitation of various financial tools	✓		Chambers of Commerce
<i>Business education and training</i>			
Specific training programs	✓		Chambers of Commerce