

# TRENTINO SMALL TERRITORY, BIG BUSINESS.

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# SMALL TERRITORY, BIG BUSINESS.

**Trentino**, the natural habitat for business to grow.

Trentino Sviluppo, business, innovation, sustainability.

**Business**, from managerial growth to development of the supply chain.

**Innovation,** ideas, resources and technology to make you competitive

Sustainability, renewable energy, sustainable building, green technology, supply chains for the environment.



Research centres known around the world, small and medium enterprises capable of conquering export markets, civil servants who care about the needs of those who wish to invest and innovate: all this just a stone's throw from the Dolomites, with urban environments on a human scale, where there is room for nature and care is taken of nature. Trentino is concrete proof that it is possible to combine economic development and the protection of natural resources,

in an environment famed for its excellent quality of life. Trentino boasts the lowest tax burden and tax pressure in Italy, as well as an extremely advantageous system of support and incentives for businesses and investors. These conditions have been achieved by exploiting to the full the autonomy – responsibility mix, and reducing to a minimum the tax burden on manufacturing industry. To invest and do business in Trentino today is worthwhile. Why?

# Here are a few good reasons:

#### Friendly bureaucracy

In Trentino 83% of administrative procedures and 75% of tax procedures are completed in less than 90 days. Simplification of red tape and the computerization of services both to business and to the public are seen as a way of increasing competitiveness. There is an extraordinary plan of measures to reduce bureaucratic costs which includes a further 25% cut in the cost of procedures incurred by companies, thanks to the use of data transmission technology, simplification of procedures and the setting of a 30-day limit for payments to creditors.

### Innovative data transmission and transport infrastructure

Thanks to a fibre optic backbone that is almost 500 miles long, supplemented by a wireless network to reach even the most remote places, by the end of 2012 the territory of the Province of Trento will be the only one in Italy to have 100% of its population reached by broadband services and by an advanced telecommunications network. The Metroland project, with 500 million Euro already scheduled to be invested, is for a system of high speed rail links, largely through tunnels, which will make it possible to travel from the mountain valleys to the towns in no more than 30 minutes.

#### Research and development

Trentino enjoys a high level of public investment in research and development which overall, between public institutions and the University, is close to 150 million euro per year, accounting for 1.2 % of GDP. People working in research are 5.1 per thousand residents (against the Italian average of 3.9 per thousand). Between them, the public and the private sectors (businesses, research centres and non-profit institutions) in Trentino invest almost 190 million euro per year in research and development activities, with a system of incentives for investment in companies that is without equal in Europe.

#### The good life is lived here

Trento is one of the cities in Italy where the quality of life is best. This is borne out by the surveys on quality of life conducted annually by the Sole 24 Ore and Italia Oggi newspapers. The extraordinarily favourable living conditions in Trentino, and in its capital city, Trento, are also confirmed in European rankings: in particular the Urban Audit survey, which compares 80 European cities with populations between 80 thousand and 150 thousand, confirms that the quality of life in Trento is among the highest in Europe. Proof of this prosperity is the GDP per capita of 30,700 euro (as opposed to the Italian average of 26,000 euro), an unemployment rate that is half the national average (4.3% against 8.4%), and a low level of disparity in the distribution of income.

## A targeted package of incentive measures

The Trento Province's Unified Business Law no. 6/1999 provides for a specific package of incentives for international business and investments. Businesses investing in research and development projects can benefit from grants ranging from 20% to as much as 80% of the capital invested. In some particular cases it is also possible to assist with profit-participation loans for the purposes of recapitalization, relocation, renovation, reconstruction and conversion of facilities by companies wishing to set up permanently in Trentino.

www.apiae.provincia.tn.it

#### A dynamic business fabric

There are approximately 49 thousand businesses operating in Trentino, almost 10 for every 100 inhabitants; they are organized in a network system and share a strong cooperation culture. In Trentino, the economy is based on people, on their ideas, their values and their cultural and professional skills. From the industrial point of view, Trentino is characterized by a highly diversified system: from ICT to mechanical engineering, from the food and agriculture chain to sustainable building and the timber industry, the economic system is able to boast many acknowledged cases of excellence in numerous production chains.

#### An environment that makes the difference

In Trentino the natural environment really does make the difference: 60% of the territory is covered by forests, and there are 200 alpine lakes, 3 nature parks and the Dolomites, the second natural site in Italy, after the Aeolian Islands, to be acknowledged by Unesco as a World Heritage Site. Not only does tourism in Trentino provide a great opportunity to experience unique and genuine beauty, it also offers all the economic, commercial and investment opportunities provided by the arrival of over 5 million visitors every year.



Trentino Sviluppo is the agency set up by the Autonomous Province of Trento to encourage the sustainable development of the Trentino system through actions and services designed to support the growth of entrepreneurial skills and the ability to innovate.

The work of Trentino Sviluppo is aimed at stimulating the territory's competitive edge by enabling system stakeholders to interact in response to requirements for entrepreneurial skill, innovation, social cohesion, quality of life, work and the environment.

Trentino Sviluppo operates in two basic directions: firstly by furthering the spread of a more advanced business and innovation culture, and secondly by providing direct support to companies through specific instruments and in the form of assistance in particular situations.

In addition to supporting the launch of new business activities and promoting innovation and the growth of existing activities, another of Trentino Sviluppo's objectives is to support the competitiveness of the system by fostering the development of supply chains and business networks, creating highly specialized clusters and supporting entrepreneurs who are interested in opening offices or manufacturing facilities in Trentino.

# 1,000,000,000

capital managed by Trentino Sviluppo in 2010

#### **History**

Trentino Sviluppo's present operational skills are the result of many years of experience starting in 1986, when the Autonomous Province of Trento set up Tecnofin Strutture, a company based in Rovereto, designed to function as a business incubator able to provide manufacturing space and services to start-up companies.

> Fund art. 24 bis P.L. 6/99 Fund art. 25 P.L. 14/05 Fund art.25 P.L. 6/99 Funds artt. 20-21-24 P.L. 6/99 Funds artt.33-34 P.L. 6/99 Funds P.L. 26/83 Aggregate capital

Tecnofin later became a Group, com- and the University of Trento. prising a finance company, responsible for managing a real estate investment fund, and a company operating in the business innovation sector, in partnership with ITC - IRST (Istituto Trentino di Cultura - Istituto di Ricerca Scientifico Tecnologica, today

In 2003, the Province reorganized the Today Trentino Sviluppo Spa, the Agenzia per lo Sviluppo Spa.

changed its name to Trentino Sviluppo, shedding the generic nature of its tem, innovation and sustainable terknown as Fondazione Bruno Kessler) title by making specific reference to ritorial growth.

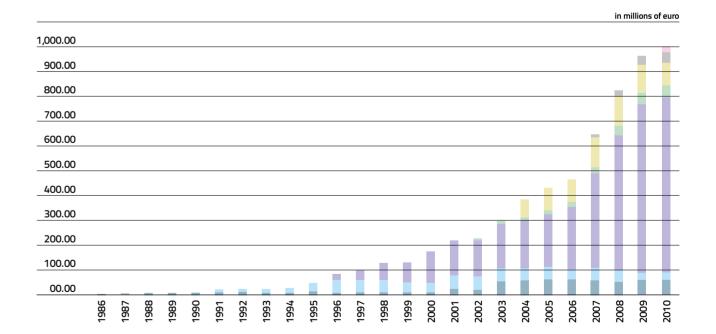
the territory for which it works.

Gruppo Tecnofin structure: all the Province of Trento's operational arm existing companies merged to form for industrial policy, employs more than 50 people and manages funds of In 2007 Agenzia per lo Sviluppo over one billion Euro to provide support for the local manufacturing sys-

#### **Evolution**

Over the years the size and features of the local development agency have changed. Whereas in the early days the focus was primarily on the real estate/financial sector, gradually new functions and new professional skills were added: from the preparation of manufacturing areas to the provision of innovative services to companies; this latter function has grown significantly since 2004 and today it is in effect Trentino Sviluppo's second largest area of activity.

This growth in functions and skills is reflected in the growth in funds managed, which at the end of 2010 exceeded the one billion Euro threshold to reach a final total of 1000.8 million.



Provincial funds currently managed by Trentino Sviluppo, pursuant to Provincial Law (P.L.) no.6/1999 (unified business law), are concerned in particular with:

- promotion and qualification of business activity (articles 20, 21 and 24 of P.L. 6/99);
- support for innnovation (article 24 bis, P.L. 6/99);
- intervention to prepare manufacturing areas (article 25, P.L. 6/99);
- intervention in real estate and financial sector (articles 33 and 34, P.L. 6/99);
- management and exploitation of patents (article 25, P.L. 14/05).



Trentino Sviluppo works closely with your business through all the phases of its growth. It provides support services at the start-up stage, assistance with development, real estate opportunities and basic services.

It also takes care of creating the ideal conditions for business growth and innovation, by helping companies to network and helping in the establishment of supply lines or clusters.

#### The business culture

The development of the business culture is one of Trentino Sviluppo's top priorities, with its commitment to promoting initiatives to encourage managerial skills, propensity for innovation, willingness to approach new markets. Trentino Sviluppo also provides opportunities for growth, aimed mainly at the new generation of entrepreneurs, with the aim of consolidating greater awareness of the concepts of innovation and competitiveness.

Examples of this are the meetings and courses designed to familiarize companies with the themes of business start-up and with new models and instruments for company competitiveness.

#### Developing new entrepreneurial skills

Trentino Sviluppo's support begins before the company is set up. It starts with initiatives to encourage the spread of the business culture, particularly in young people, it continues with support in developing the business idea and the business plan and in assessing its financial sustainability, and it includes assistance with the bureaucratic procedures required for start-up. As well as these facilities, there are also the typical services provided to companies housed in the Business Innovation Centres (BICs): preincubation space and services, production and office modules and logistic services, assistance with computer services, connection to data bases, funding for purchase of high tech equipment. But also Seed Money to fund the start-up phase, and targeted services to accompany the entrepreneur in seeking private capital (Business Angels, Venture Capitalist, investment funds). A wide array of services, tailor-made to best meet the various needs and now grouped together under a single trademark, "Chioccia" (the Broody Hen).



7 BIC

where approximately 750 people work in almost 100 companies

170

people involved in the last year

initiatives per year, between workshops,

seminars and active training courses

1,510

business projects submitted for the D2T Start Cup Award for young people

#### Participation and supply chains

Local businesses looking to find capital and enlarge their shareholder base to include new partners with particular skills in innovation and business culture can count on the support of Trentino Sviluppo. Through its participation in the risk capital of individual companies, Trentino Sviluppo supports the start-up of innovative high tech companies, strengthens those sectors considered to be of strategic importance for the development of the territory, and supports the development of business activities with a high impact in terms of employment. In addition to its traditional participation in the cable car and trade fair sectors, in recent years partnerships have also been established in innovative high potential businesses, and new forms of joint participation with private capital have been tried out. Management efficiency, innovation and synergy among private operators: these are the guiding principles behind our participation in a number of consortium companies in particular sectors, such as Nordic skiing and golf.

#### Production areas and space

To assist companies in relocating, expanding and restructuring, Trentino Sviluppo acquires production real estate, improves it and makes it available to businesses on a rental basis on favourable terms, with an option to buy. These production areas – currently totalling about 1.4 million square metres between land and buildings – are made available subject to prior financial assessment of the business making the request. The purpose is to provide businesses with space on competitive terms in a situation where, because of the limited amount of land available, the territory itself as a "resource" can lend itself to the actions of potential speculators.

38

1,400,000

companies participated in

Chioccia (the Broody Hen), for the new-born company. For those who would like to open a company but have no idea where to start. For those who need to put the feasibility of their business plan to the test. But also for those who are looking for space or for a partner willing to invest.

With its "Chioccia" services, Trentino Sviluppo can hatch out your dreams and help your business see the light.



#### Launching pad for young talent.

The D2T Start Cup Business and Innovation Award is a competition for business ideas restricted to young people aged from 16 to 36. For the most innovative ideas there are money prizes, start-up support services and customized training programmes. D2T winners also qualify to compete in the national final organized by PNI Cube, the Association of University Incubators and Business Plan Competitions. In its first five editions (2007–2011) the D2T Award involved 338 young people, assisting in the drafting of over 170 business plans which resulted in the launch of ten companies. Participation is free of charge and is regulated by the competition regulations which you can find on www.premiod2t.it.



#### The incubators.

Innovative companies in the start-up phase can find space and services in the seven BICs (Business Innovation Centres) run by Trentino Sviluppo. In these BICs, companies are provided with logistic and support services for the startup phase, as well as the opportunity to develop their business ideas in synergy with the other businesses and research centres present in the BIC. BICs in Trentino are distributed throughout the Province: as well as the Technology Clusters in Rovereto (soon to become the Meccatronica Cluster) and Trento, recent additions are the centres at Pergine, Borgo Valsugana, Pieve di Bono and Mezzolombardo. In late 2010 the new "satellite" cluster opened in the former Tobacco Factory in Rovereto, which is scheduled to become a centre for innovation, research and production in the green tech. sector. At present the BICs in Trentino host approximately 100 businesses and research laboratories, providing work for

a total of approximately 750 employees.



#### How not to lose your bearings.

A whole programme of **entrepreneurial training** within your reach. Starting with information evenings in the various Trentino municipalities, and going on with individual interviews and training meetings, testing the job plan, through to assistance with the bureaucratic procedures required for a business start-up.

## Here's how:





#### Seeds for innovation.

The **Seed Money** fund contributes to start-up costs for innovative or high tech businesses: from market analysis to drafting the business plan, from prototyping expenses to patent applications and more.



#### Looking for capital.

Business Angels, Venture Capitalists, Investment funds. It's not easy to find your way in the jungle of risk capital investors. Trentino Sviluppo, with Risorse d'impresa (business resources), offers to help in the search for the most suitable investor by evaluating the company's potential for innovation, and being present at the presentation to the investor, thanks also to the collaboration of IBAN, the Italian Business Angel Network.



#### Space for innovative ideas.

Like to try being an entrepreneur for the price of a cup of coffee a day? With the **Nido d'impresa** (business nest) service you can. At the Rovereto Technology Cluster and the Progetto Manifattura (old cigarette factory) area, you will find specially equipped areas and tailor-made tuition. And if the company does eventually see the light, you have the opportunity of using the special modules (for office and/or production use) at one of the seven Business Innovation Centres (B.I.Cs.).

120

micro businesses started up thanks to the entrepreneurial training programmes innovative firms established thanks

to the first Seed Money share offer



The ability to innovate processes and products is a top priority for businesses and territories that want to be competitive. That is why Trentino Sviluppo works alongside the local system to spread the culture of innovation through meetings, workshops and seminars, and to link research centres and businesses in a network.

#### Technology transfer

Trentino Sviluppo encourages technology transfer between research and the production system, by supporting companies in identifying potential partners with whom to establish cooperation agreements.

It acts therefore as a "bridge" between national and international research centres and companies, with the aim of translating scientific findings into more effective and efficient products and services and to enhance the image of the territory as a whole as a "laboratory environment" rich in technology and know-how.

Trentino Sviluppo is the local "node" of the Enterprise Europe Network, which promotes technology exchanges and commercial partnerships throughout Europe.

www.enterprise-europe-network.ec.europa.eu

#### Participation in start-ups

Trentino Sviluppo uses the instrument of equity participation in new innovative businesses partly in order to encourage the growth of economic activities that have reached the start-up stage, by combining the policy of support for innovation with the provision of assistance to new businesses.

#### **Financial Partners**

With a view to linking its actions with co-funding by means of private capital from advisor companies, investment funds, finance companies, banks, etc.,Trentino Sviluppo is experimenting with new ways of funding and assisting innovative companies.

One way is by obtaining private funding for investment in the capital of companies operating or intending to operate in the Trentino area, thereby providing financial leverage to achieve greater public investment. Another way is by providing businesses with a support programme to encourage the growth of the business idea right from the start-up stage, including funding, through to consolidation.

#### The patent fund

As the body responsible for managing the patent fund set up in 2006 by the Autonomous Province of Trento.

Trentino Sviluppo has the task of protecting assigned rights and promoting them on the terrritory in order to support the birth of business initiatives for which those rights represent a competitive advantage. If exploitation on the Trentino territory is not possible, the rights may be granted under licence or transferred to third parties, even if these third parties operate in other markets. Today there are 15 patents managed by the Fund, and they are the result of the work of 9 research centres and 27 researchers. The value of the rights managed is over 5 million Euro.

At the Rovereto centre there is a dedicated information and assistance office for the protection of intellectual property.

the value of property rights managed by the Patent Fund

### More quality and greater productivity with Kaizen

Kaizen, a Japanese term meaning "changing for good", is a method for optimizing production and organizational processes which has been successfully tested on the industrial level by a large number of companies. The approach starts from the client and from the growing demands in terms of quality, cost, speed and service, and it identifies the best way to satisfy these demands by eliminating waste ("muda" in Japanese). The basic philosophy of Kaizen leads to a constant process of improvement on all company levels, achieved by working on "a million small steps" alongside the most radical innovations. In three years, Trentino Sviluppo has started up 10 GembaKaizen working sites, with 25 companies and over 150 people involved in various sectors: mechanical engineering, food and agriculture, cable cars, but also in personal services and in the mining and quarrying industry. In the companies involved in the GembaKaizen working sites, productivity has increased by 10% to 50%, lead times have been reduced by up to 70%, space occupied by production lines has decreased by as much as 30% and there has been a 50% reduction in finished product faults.

#### Europe within reach

The Enterprise Europe Network, established in 2008, provides support to business and to technological innovation, with particular focus on the needs of small and medium enterprises. It serves over 580 offices located in the 27 member states of the European Union and in 8 other states. In Italy the network comprises 63 partners, organized in 5 consortia distributed throughout the national territory. Trentino Sviluppo is a partner in the Friend Europe consortium, which covers North-Eastern Italy. A large number of services are available to provide support both for the development of businesses on the European and international level, and for the promotion of technological innovation and EU-level research projects, through assistance in searching for partners, B2B meetings, company missions, training and refresher courses. In the last three years (2008-2010) Trentino Sviluppo has involved 330 companies in the EEN, and has organized 160 company visits and 64 technological audits, helping to establish 118 contacts.

#### The Blue Eagles

The Trentino Sviluppo Blue Eagles are a team of professionals of proven experience and skills who carry out in-depth audits of companies to help them to become more competitive through innovation. Thanks to their expertise in industrial engineering, mechanical engineering, ICT, economics and finance, and through the combination of technical know-how and the ability to empathize with entrepreneurs, the Blue Eagles assist the company through a process which starts from the analysis of its needs, in order to identify the appropriate methods and actions to favour the improvement of productivity and make the company more competitive. In the three years from 2008 to 2010, 223 businesses were assisted by the Blue Eagles and 27 innovation projects were launched.



«Trentino Sviluppo is an extraordinary instrument for implementing the economic policy of the Province. It is particularly effective in that it combines the best of public and private action: rigour and fairness on the one hand, swift and streamlined action on the other. It is one step ahead in meeting companies' needs, a valuable ally in discovering new routes to innovation and a vital means of defence in times of crisis».

#### Alessandro Oliv

Councillor for Industry, Crafts and Commerce, Autonomous Province of Trento

«These new spaces, this production area provided by Trentino Sviluppo, and the services it offers to small businesses, such as the canteen, the medical surgery and the tax advice offices, send out an important signal. We don't ask the public for money, we merely ask to be given the right conditions to be able to work».







«Unlike other experiences, the Trentino Sviluppo Kaizen workshop created the right conditions for us to move autonomously. The result was a significant reduction in lead-time, i.e. the time it takes to process spectacles, from 26 to 11 days, and a 30% gain in surface area by changing from the previous setup on three floors to our present arrangement on the ground floor only».

Paolo Vettorazzo
Manager, Luxottica factory, Rovereto

«We heard about the Trentino Sviluppo Blue Eagles project through Confindustria, the Federation of Italian Industries. A senior manager worked alongside us, helping us in particular to develop our approach to export markets. It is an experience I would recommend to other companies, because it enables you to focus on so many things that within the company you often fail to notice».

Cristina Cristofolini CEO, OPT Spa





«The ARCA trademark is a great opportunity. This certification can and must lead to a system of building in timber based on quality and excellence, by giving added value to those who work with care and dedication to give their customers buildings with structural, acoustic and thermal features whose quality is acknowledged and documented, in a marketplace which makes a lot of promises but does not always keep them».

**Lorenzo Perini** Proprietor, LOG Srl

«The Trentino Sviluppo course on sales networks gave me an opportunity to learn from a qualified expert and from other business people, to assess whether my methods really were the most upto-date and the most suitable to meet my company's objectives.

To invest in constant training is essential for the personal and professional development of anyone in a position of responsibility within a company».







«In the Consortium born from the participation of Trentino Sviluppo, we now have for the first time a company dedicated specifically to promoting cross-country skiing. So we can now have a more organic rapport with institutions and sponsors, and above all we can organize our resources systematically, containing the running costs of the lifts and offering a better quality of service with innovative ideas».

Flavio Bertoldi President, SuperNordicSkipass consortium

«Thanks to our winning the D2T Start Cup Award, and to the Seed Money support, we were able to transform what was just an idea one year ago into a prototype zero impact solar energy boat, which we showed at the Genova Boat Show, and this provided further stimulus for us to complete the production engineering phase. The first boats will come off the production line early in 2012 at the Rovereto Technological Cluster, where we have established our facility».

Albert Pozzo and Alessio Zanolli Proprietors, GardaSolar Srl





An integral part of territorial development is the careful use of natural resources and respect for the environment. Trentino Sviluppo has interpreted this concept as an absolute value, and for this reason has

contributed to focusing the local potential for innovation and research primarily on the creation of clusters whose aim is to promote innovation and sustainability together. The special characteristics of our terri-

#### Habitech. Energy and the environment

This background let to the birth of Habitech, the Energy and Environment Cluster promoted by Trentino Sviluppo. Habitech was set up with the objective of encouraging the development of specialized supply chains in the areas of sustainable building, renewable energy and smart technology for territorial management. Businesses working in these sectors can join the Distretto Tecnologico Trentino Consortium and contribute, together with research bodies and universities, to making Trentino more competitive as a pole of reference for "green" technology. Approximately 150 private individuals, representing over 300 businesses employing a total of over 8,000 people, have already joined the Distretto Tecnologico Trentino Consortium, which is the "operational arm" of the system project known as Habitech.



**Progetto** 

Manifattura

www.habitech.it

Factory is a project which is transforming the

historic Rovereto Tobacco Factory into a cen-

tre for industrial innovation in the field of eco-

#### The Mechatronics Cluster

The Rovereto Technological Cluster is about to become a Mechatronics Cluster for the whole Province. The premises at no. 8, Via Zeni will be largely redesigned to create new buildings to house companies, industrial research centres, university laboratories and higher education institutes. The common denominator in all this will be the fusion of high precision mechanical engineering, computer engineering and electronic engineering (hence the term "mechatronics"), with the support of high added value services provided by Trentino Sviluppo.



Progetto Manifattura - Green Innovation will be designed to house approximately 50

services in a socially responsible context. Implementation of the project is the responsibility of "Manifattura Domani Srl", a company established in April 2009 in which Trentino sustainable building, renewable energy and Sviluppo has a 100% holding. Conversion of green technology. It consists of the converthe production site, which is already housing sion of the existing factory premises into arits first occupants in the historic section, is eas for office use, light manufacturing space, services open to the public. The new space expected to be completed by 2019.

tory-attention to sustainability and the quality of life, locally managed services and widespread energy culture - make Trentino the ideal candidate for the role of laboratory and centre for specialized competitive supply chains in the field of

# green tech.

#### The porphyry and Trentino stone cluster

Mergers, market and technology: these are the three strategic pillars on which the project for the relaunch of the Trentino stone industry rests. The quarrying sector comprises 480 companies employing 3,400 people, with an overall turnover of approximately 480 million Euro. To revitalize and relaunch this sector, the Province of Trento has established by law the "Porphyry and Trentiino Stone Cluster", whose operational arm is the company of the same name set up by Trentino Sviluppo in March 2009.



www.pietretrentine.it

#### Timber, from forest to home

With the aim of revitalizing the entire Trentino timber sector, Trentino Sviluppo is a partner in the "Forest-timber-energy chain" project launched by the Autonomous Province of Trento in the second half of 2009. Among its priorities are the promotion of action to support mergers and the "system" approach, encouraging investment in innovation, training and research, support for quality production, niche markets and the "short supply chain". Trentino Sviluppo is particularly active in promoting ARCA, the first example in Italy of a certification system for buildings whose weight-bearing structure is in timber, including their component parts such as door and window frames, floors, etc.



www.arcacert.com

#### Following the LEED standard



The LEED Green Building Ratings System - LEED stands for Leadership in Energy and Environmental Design - is the energy and sustainability certification standard for the design, construction and management of buildings that are sustainable in environmental, social, economic and health terms; it was developed in the United States and is applied in over 100 countries around the world.

In Italy the LEED standard is promoted by the Green Building Council Italia (GBC Italia), an association based in Rovereto which has Trentino Sviluppo among its founding

On the 14th of April 2010 the Itailan LEED standard, "LEED Italia 2009 Nuove Costruzioni e Ristrutturazioni" came into force.

www.gbcitalia.org



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www.arcacert.com

www.progettomanifattura.it

# www.trentinosviluppo.it

www.pietretrentine.it

www.premiod2t.it

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