

PURE COSMOS Project

Regional Action Plan

for the Region of Saxony-Anhalt

(English Version)

simple. transparent. automated.

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List of abbreviations

ESF	European Social Fund
ESIF	European Structural and Investment Funds
ERDF	European Regional Development Fund
EU	European Union
IB	Development Bank of Saxony-Anhalt
ICT	Information and communication technology
SME	Small and medium-sized enterprises

1. General information

Project	PURE COSMOS
Project time	April 1 st , 2016 – March 31, 2021
Partner organization	Development Bank of Saxony-Anhalt (IB)
Country	Germany
NUTS region	Saxony-Anhalt
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2. Policy context

The action plan aims to impact:

- Investment for Growth and Jobs program
- European Territorial Cooperation program
- Other regional development policy instrument

Name of policy instrument addressed:

Offensive for SME Saxony-Anhalt – Growth through innovation, investment and internationalization

The economic policy instrument on which the PURE COSMOS project is based is the Saxony-Anhalt SME Offensive, the so called "Mittelstandsoffensive Sachsen-Anhalt". By innovations, investments and internationalization the economic growth in Saxony-Anhalt is to be increased and the basic conditions for medium-size enterprises to be improved. The SME offensive describes the strategic priorities of economic policy in Saxony-Anhalt. The focus on small and medium-sized enterprises does justice to the economic importance of medium-sized businesses and crafts in the region, being the largest regional employers and trainers as well as carriers of investments and innovations. It should enable small and medium-sized enterprises to successfully meet the challenges in terms of productivity, innovation, and export orientation as well as wage levels.

Within the policy instrument, section III.1.g), we would like to focus on IMPROVING THE GOVERNANCE of structural funds in the region. We aim at tackling the program governance by improving administrative procedures used for the implementation of a set of funding schemes running under the structural funds programs (OP ERDF: thematic objective 3 "Enhancing the competitiveness of small and medium enterprises", and ESF, thematic objective: Employment and Labour mobility). The improvements shall be made in order to make the procedures more business friendly. Besides the easing of applying for funding and implementing funded projects, the activities are likely to invite even more businesses to apply for funding and make use of the opportunities offered by the regional government. In practical terms we want to

- Identify barriers and obstacles SMEs face when applying for funding in three ESIF funding schemes (ESIF funding programs "consulting aid program for enterprises", "program supporting participation at fairs" and "training program for enterprises")
- Develop (IT-) solutions for administrative procedures
- Establish more (transparent) e-communication between the bank and the SME
- Develop (IT-) solutions to reduce administrative burden
- Review the regional legislation to be applied in funding
- Evaluate the impact the new solutions have

The policy instrument provides for cutting the red tape in the 2014-2020 funding period to support small and medium-sized enterprises who are in particular suffering from administrative burdens. Companies repeatedly waive funding from the European Structural and Investment Funds (ESIF),

as the cost of applying for funding and providing proof of use is higher than the benefit of the funding. The funding programs "consulting aid program for enterprises" ("Beratungshilfeprogramm für Unternehmen"), "program supporting participation at fairs" ("Messeförderung") and "training program for enterprises" ("Sachsen-Anhalt Weiterbildung Betrieb") are analyzed more exactly under the criterion of the bureaucracy dismantling (see Action 1). The aim is to identify bureaucratic obstacles and to diminish these by especially using IT-solutions making so a contribution to improve the competitive ability of medium-size enterprises as well as creating new jobs and increasing mobility at the job market (see Action 2 and 3).

Supportive frame of regional strategies for the project:

In December 2017, the Digital Agenda of Saxony-Anhalt was published providing orientation on the way into the region's digital future. It contains several goals like the expansion of broadband connectivity or the targeted promotion of economy and sciences that create favorable conditions for both companies and citizens in the age of digital transformation. PURE COSMOS was included in the catalogue of activities. Therefore, in Saxony-Anhalt, the PURE COSMOS project is built on a robust foundation that facilitates the implementation of the regional action plan.

3. Introduction to the Plan: Simple. Transparent. Automated.

The action plan is based on the key findings and recommendations made in the peer review in Magdeburg and supported by the insights of the attended study visits and peer reviews in regard to the access to funding as well as the funding processes itself. Within the peer review in Saxony-Anhalt external experts from Genova, Hungary and Wales said that our processes and funding policies must be simple, transparent and automated, so that SMEs can easily access to funding, increasing so their competitiveness.

The table above shows the key findings and recommendations made by the external experts.

	Key findings	Recommendations
Simplicity	<ul style="list-style-type: none"> • Policies, regulations and forms that are easy to understand for the customer • Simple and easy-to-understand forms and attachments when applying for funding • "One face to the customer" 	<ul style="list-style-type: none"> • ICT aided checklist about relevant information • Avoid "EU commission"- language: be straightforward • Upload as many things as possible instead of paper • Use common systems for authentication and identification • Make your system similar to existing systems (dialogs, data entry, etc.) • Have a helpdesk (application help desk and IT-helpdesk) • Use of simplification tools
Transparency	<ul style="list-style-type: none"> • Clear administrative processes • To be in contact with the customer during the entire funding process 	<ul style="list-style-type: none"> • A digital process where the client can see the status of the application • Providing real-time (up to date) statistical data about the whole process (applications arrived, applications succeeded) • Inform applicant in every step • All costs and deadlines should be clear at the beginning • To determine the processing time of each sub-process and the whole process
Automated processing	<ul style="list-style-type: none"> • Faster processes due to increased automatization • Manual Support for digital applications will still be needed • "Digital isn't about getting easier funding or fewer rules or reduced legal complexity, it's about reduced burden on the applicant" 	<ul style="list-style-type: none"> • Automatic processing is always desired • Digital can't substitute all processes, will still need manual checks • A digital system should help an applicant, not make it more difficult.

To make policies simpler and easier to understand for the customers, the experts recommend avoiding "EU commission" language as much as possible. In order to simplify processes, they suggest providing an option to upload documents via automated, simple tools and to design the file-processing in a way similar to existing systems in order to avoid incompatibilities between interfaces.

Concerning transparency, the experts recommend providing digital status information during the application process and informing the customer of all necessary steps. In addition, they advise to make costs, timeframe and deadlines clear from the beginning.

According to the experts, customers always prefer automated processing – assuming that the system helps them and does not make processes more difficult – because automatization reduces the processing time. Nevertheless, they point out that it is not (yet) possible to digitalize all processes but that there still needs to be a “brain behind the machine”.

Action 1: Improving access to selected funding programs

Background

The structure of the PURE COSMOS project envisages cooperation between regional stakeholders such as public authorities, universities, non-governmental organizations or companies, which jointly develop new strategies, services and concepts for their region. Stakeholders benefit from the cross-border exchange of experience with partners from other EU countries. This structure was necessary for the Development Bank of Saxony-Anhalt - hereinafter referred to as "IB" - to strengthen regional cooperation and promote exchange between individual institutions.

As part of the interregional learning, the peer review in Saxony-Anhalt plays an important role in the development of this action. The participants identified bureaucratic obstacles that small and medium-sized enterprises face when applying for funding in Saxony-Anhalt.

Obstacles defined within the peer review:

- Incomprehensibly policies and regulations
- Unclear administrative processes
- Long processing times
- Long retention periods

Both European experts and regional stakeholders agreed on the need to reduce the administrative burden on SMEs in order to strengthen the competitiveness of regional enterprises. This requires simpler, more transparent and automated administrative processes. The external experts shared their key findings with us and gave several recommendations, such as reducing the number of forms when applying for funding, making policies and forms easier to understand for the customer, informing the applicant in every step and providing digital status information during the application process.

Being a part of our policy instrument and popular programs SMEs apply for in Saxony-Anhalt, the funding programs

- Consulting aid program for enterprises,
- Program supporting participation at fairs and
- The training program for enterprises

were selected to improve the access for SMEs and to be analyzed more exactly under the criterion of making the funding process and the policies simpler, more transparent and more automated.

The discussions with international partners, especially during the peer review we attended as experts in Birmingham, also brought up the topic of an increased customer orientation when designing public services. The Birmingham City Council's approach was particularly interesting. There, the city council is refocusing and reshaping its relationship with its citizens, companies and partners in such a way that it is transformed from deliverer into enabler. The presentations and discussions of the Birmingham City Councils led us to the methodology of customer journeys – a

promising method we had not known before and decided to use as a basis to identify improvement potentials for the policies of our funding programs.

The table below summarizes the activities to be taken within action 1 in order to transfer the PURE COSMOS lessons learnt to Saxony-Anhalt.

PURE COSMOS	Transfer to Saxony-Anhalt
Project structure	
<ul style="list-style-type: none"> • facilitates cooperation between regional stakeholders to develop jointly new strategies, services and concepts for Saxony-Anhalt • structure was necessary to strengthen regional cooperation between public institutions in the benefit of SME 	<ul style="list-style-type: none"> • Due to the stakeholder meetings, the cooperation with the regional stakeholder such as the EU managing authority, the policy owners and the chamber of industry and commerce enhanced (action 1)
Peer Review in Saxony-Anhalt	
<ul style="list-style-type: none"> • Simple and easy-to-understand forms and attachments when applying for funding • Making policies simpler and more transparent • To be in contact with the customer during the entire funding process 	<ul style="list-style-type: none"> • Development of standard modules for emails and customer letters (activities 1.1 and 1.3) • Eliminating format errors in participation forms ESF • Reduction of the number of forms & attachments for application (activity 1.1) • Modification of individual form modules in the application (activity 1.1) • Improving access to the consulting aid program for enterprises, the program supporting participation at fairs and the training program for enterprises by drawing up jointly a new draft (activities 1.2, 1.3 and 1.4) • Partial use of lump sums (activity 1.4) • digital provision of status information of the funded project (activity 1.1) • improvement of customer communication in relation to premature start of training program (activity 1.1)
Peer Review in Birmingham	
<ul style="list-style-type: none"> • Birmingham City Councils approach regarding an increased customer orientation when designing public services 	<ul style="list-style-type: none"> • Implementation of the customer orientated method "customer journey" (activity 1)

Targets

- A better perception and regular use of the funding products offered by the IB
- Increasing the use of the program by SMEs
- Increasing customer satisfaction

- Increasing SME competitiveness by consulting them, training their employers and promoting them via fairs
- Simplification of the application process

Action

Activity 1.1: Customer journey workshops

The method "customer journey" is used within the marketing. It is a method in which the purchase of a product is viewed from the customer's point of view, in order to be able to empathize with his experiences. Different touchpoints of the customer with a product, a brand or a service are shown and evaluated. This includes direct interaction points such as an advertisement, a commercial or a website as well as indirect contact points such as rating portals, user forums or blogs. In addition, a customer journey identifies the pain points felt by the customer. The aim of a customer journey is to increase customer satisfaction and so increase sales. For the IB in particular, this means that the funding products are better perceived and regularly used by the target groups in Saxony-Anhalt.

The IB hosted two customer journey workshops in which stakeholders and real customers put on the customer glasses to see what "simple", "transparent" and "automated" means to the customer. The first workshop was held for the consulting assistance program for enterprises and the second one for the Saxony-Anhalt training program for enterprises. The participants identified a large number of pain points and worked out improvement potentials. Reviewing the internal processes as a whole showed other potentialities.

The following points worked out within the customer journey workshops are to be implemented:

- Digital provision of status information of the funded projects
- Modification of individual form modules in the application
(Consulting assistance program for enterprises)
- Improvement of customer communication in relation to premature start of training program
(Saxony-Anhalt training program for enterprises)
- Eliminating format errors in participation forms ESF
(Saxony-Anhalt training program for enterprises)
- Reduction of the number of forms & attachments for application
(Saxony-Anhalt training program for enterprises)
- Offering general information about funding programs in English

Activity 1.2: Improving access to the Consulting aid program for enterprises

The consulting aid program for enterprises funds consulting services on business, financial, personnel, technical and organizational problems related to the management of small and medium-sized enterprises.

In order to optimize the policy, suggestions were drawn up by IB staff on the basis of customer surveys and feedback from consultants. After that, for example consulting services on digitization and digital transformation were included in the policy. Based on discussions between the IB and the Ministry of Economics, Science and Digitalization, a new draft of the policy was developed considering the motto of our peer review: simple, transparent and automated.

The draft of the changed policy was adopted in August 2018 and published one month later; changing so the policy instrument PURE Cosmos is based on. The amended policy includes the following improvements for SMEs:

- Extended funding catalogue (addition of services in the general interest such as physiotherapy)
- Consulting services are not tied to just one consultant but can be provided by different consultants in one company
- Simplification of the application process in regard to eligible contents for consultation
- the maximum funding amount has been increased using flat instead of daily rates

In addition, the program was renamed as "consulting *aid* program for enterprises".

Small and medium-sized enterprises can be advised in a problem-oriented and event-driven manner through the amendments to the policy. With regard to concretizing the eligibility of funding of services of general interest, commercial nursing facilities (outpatient + inpatient), physiotherapies and doctors located in Saxony-Anhalt in particular benefit.

One year after the publication of the new policy, it is planned to review the impact of this policy and, if necessary, to develop and evaluate optimization options.

Activity 1.3: Improving access to the program "supporting participation at fairs"

The program "supporting participation at fairs" funds participation in national and international trade fairs and exhibitions. Applications may be submitted by small and medium-sized enterprises in the manufacturing sector, the skilled trades or companies offering predominantly productive services.

The funding program is appreciated by the companies, so that the funds are highly applied for. In order to implement the mandate from the coalition agreement of Saxony-Anhalt, a regular evaluation and discussion of possibilities for the further development of the program is necessary. Reflecting this background, various ways of making the policy more customer-friendly were developed in cooperation with the IB. Among other things, on-site visits to selected companies took place, during which experiences and any need for change were identified.

The following points are to be implemented within this activity:

- Preparation and coordination of a draft for the new policy
- In the case of an amended policy: publication of the policy
- In the case of an amended policy: review of the impact of the new policy and development and evaluation of optimization possibilities

- According to the possibilities - reduction of the number of forms and attachments at the time of application
- Checking and adapting the customer letters with regard to comprehensibility for the customer

Activity 1.4: Improving access to the Saxony-Anhalt training program for enterprises

The Saxony-Anhalt training program for enterprises provides companies and institutions funding for training programs in enterprises and for personnel and organizational development. It supports the further training of employees, self-employed persons, freelancers and entrepreneurs and provides advisory and accompanying services for the development and implementation of a future-oriented and employee-oriented personnel policy.

In cooperation with the IB, the Ministry of Labor, Social Affairs and Integration has drawn up a draft for an amended policy. Here, too, the aspects of simplicity and transparency developed in the peer review played an important role. For the customer, the program must be structured as simply as possible and there must be sufficient transparency in the application process and in the proof of activity and project.

The draft of the policy was confirmed and the amended policy was published in the end of 2018, influencing so the policy instrument. The new policy includes the following improvements for SME:

- Against the background of the growing importance of digitization, adjustments were made in particular to favor companies with projects relating to the digital transformation process and the digital working environment.
- Partial use of lump sums

About one year after the publication of the new policy, it is planned to review the impact of this policy, and, if necessary, to develop and evaluate optimization options.

In addition to the policy, this activity is focusing on the reduction of the forms required for the application and for the proof of activity and project as well as the improvement of the customer advisory service. It is planned to offer information events for training institutions as multipliers as well as linking the IB website to the websites of educational institutions.

Players involved

- Development Bank of Saxony-Anhalt
- Ministry of Economy, Science and Digitalization of Saxony-Anhalt
Unit 32 Industrial Settlements, Business Support, State Aid Law
- Ministry of Labor, Social Affairs and Integration of Saxony-Anhalt
Unit 54 Principle EU Structural Funds
- Ministry of Economy, Science and Digitalization of Saxony-Anhalt
Unit 34 External Economic Relations, European Affairs, Development Cooperation

- Managing Authority ERDF/ESF

Additional actors

- Ministry of Justice of Saxony-Anhalt
- Ministry of Finance of Saxony-Anhalt
- Chamber of Industry and Commerce of Magdeburg and Halle/Dessau
- Chamber of crafts from Magdeburg and Halle (Saale)
- Regional Association of Wholesale Trade - Foreign Trade - Services Saxony-Anhalt e.V.

Timeframe

Activity 1: 03/2017 – 12/2019

Activity 2: 09/2017 – 03/2021

Activity 3: 01/2017 – 03/2021

Activity 4: 01/2018 – 03/2021

Costs

Activity 1: approx. 60 man/days approx. 11,000 Euro for external expertise

Activity 2: approx. 50 man/days -----

Activity 3: approx. 70 man/days -----

Activity 4: approx. 50 man/days -----

Funding sources

The state government of Saxony-Anhalt provides funds through the responsible ministries and the IB.

Action 2: Development of an online application system

Background

As part of the digital transformation, the communication between public administrations and customers is becoming increasingly digital and the customers' need to submit applications at any time and from any place is growing. Therefore, IB internal processes as well as processes that lead to the customer must be simple, transparent and automated as the external experts recommended in our peer review.

An online application system satisfies the customers' need to simple, transparent and automated processing by

- uploading all required documents anytime, anywhere → **simplicity**
- providing real-time statistical data and processing times (process and sub-units) for the funding institution → **transparency**
- automating both internal and customer-related processes → **automation**

Furthermore, the decisive criterion for the selection of the experts for our peer review was that they needed to work with an online application system already in use. All experts presented their systems so that we could study different approaches to online application solutions. The system shown by the Welsh partner appeared to be best suited to be adapted to our region. On this basis, we decided to attend the study visit in Wales to learn more about their approach. From the visit, we learned that we could not import the technical solution but that their authentication procedure helps us with the technical conception of our prototype for an online application. In addition, we assessed the Welsh approach of bundling all administrative services with just one authority ("one face to the customer") very positively, so it is envisaged to cooperate with the managing ERDF/ESF authority.

The table below summarizes the activities to be taken within action 2 in order to transfer the PURE COSMOS lessons learnt to Saxony-Anhalt.

PURE COSMOS	Transfer to Saxony-Anhalt
Peer Review in Saxony-Anhalt	
<ul style="list-style-type: none"> • Faster processes due to increased automation • "Digital isn't about getting easier funding or fewer rules or reduced legal complexity, it's about reduced burden on the applicant" • Automatic processing is an assured and consistent method of receiving funding • Experts invited to the peer review needed to work with an online application system 	<ul style="list-style-type: none"> • Development of an online application system to make processes faster and to reduce burden on the applicant (action 2) • Creation of a prototype for the online application for the training program for enterprises (activity 2.2) • Different approaches as a basic for our own online application system (action 2)
Study Visit in Wales	
<ul style="list-style-type: none"> • Authentic procedure used by the Welsh government • Approach "one face to the customer" 	<ul style="list-style-type: none"> • Welsh authentic procedure helps us with the creation of our own authentic procedure (activity 2.2) • Cooperation envisaged with the managing authority ERDF/ESF in regard to an online application system (activity 2.1)

Targets

- Increasing customer satisfaction
- Gaining new customers
- Accelerating internal and customer-related processes

Action

Activity 2.1: Clarification of key questions in coordination with the managing authority ERDF/ESF

Since most of our products are backed by EU funding, it is envisaged to cooperate with the managing authority ERDF/ESF for the development of an online application system. The type and intensity of the envisaged cooperation will depend on the technical and content-related characteristics of the final system.

Activity 2.2: Creation of a prototype (click-dummy) for the online application system for the program "Saxony-Anhalt training program for enterprises"

The purpose of creating a prototype is to visualize a potential design and framework for the online application, realizing the demand for simplicity and transparency from the customer's point of view. An external provider supports the creation of the prototype.

The prototype includes the following aspects:

- wireframe,
- design and
- technical conception/ definition of technical requirements (cyber security, interfaces, authentication procedure, ...).

The program selected is the "Saxony-Anhalt training program for enterprises", as the current application process of this program is generating many further queries from customers. In addition, SMEs apply very often for the funding program and thus achieves a high impact on many companies.

Players involved

- Development Bank of Saxony-Anhalt
- Managing Authority ERDF/ESF

Timeframe

08/2017 – 03/2019

Costs

Activity 1:	approx. 5 man/days	-----
Activity 2:	approx. 30 man/days	approx. 20,000 Euro for external expertise

Funding sources

The state government of Saxony-Anhalt provides funds through the responsible ministries and the IB.

Action 3: Enhancing the functionality and content of the IB website

Background

The Internet has now become the first point of contact for searching for product information. This also applies to the IB's funding programs. Therefore, in addition to a well-designed website usability and functionality are indispensable. The IB is responding to these changes by expanding the functionalities of its website and giving the website a new design.

Within the study visit in Barcelona, the Catalans presented their guided search tool for business procedures. The tool was developed to improve the entrepreneurs experience in encounters with public administration and therefore the relationship between both. It is integrated on their website canaempresa.gencat.cat.

The starting hypothesis for the development of the tool was that companies and entrepreneurs are not experts in administrative procedures. On public administrative websites, they can find information and required documents but they don't always know which steps are necessary to set up or run their business and activities. Often, the entrepreneurs ask their administration what procedures have to be done. Based on this, the Catalans decided to provide a guided search tool for the customer.

To better understand the Catalan approach, we organized an extended study visit in Magdeburg at which, among other things, the Catalans presented their tool and explained how they proceeded. We concluded that a similar standardized search tool is useful to discern our customers' suitability and eligibility for funding.

The table below shows the single actions to be taken in order to develop a similar tool in the IB.

Catalan Guided search		IB guided search
<ul style="list-style-type: none"> Companies are not experts in administrative procedures Companies ask what they have to do to set up or run their business Administrative websites offer information and documents but don't say what companies need to do to set up or run their business/activity 	Starting point	<ul style="list-style-type: none"> Companies are not experts in applying for funding Companies ask what funding programs exist and what do they have to do to apply for funding IB website offers information about programs and required documents, but the documents are often very complicated to fill in
	Conditions to enable the tool	<ul style="list-style-type: none"> Commissioning an external service provider to relaunch the website (activity 1)
<p>Steps:</p> <ol style="list-style-type: none"> Selection of basic data (activity, localization, municipality, ...) Definition of activity through several questions (The questions are configured by blocks and each question appears depending on the previous answers) Outcome (the tool generates a list of required documents) 	Implementation	<p>Steps (activity 2):</p> <ol style="list-style-type: none"> Selection basic data (branch, beneficiaries, loan or grant, activity) extending the tool with new standard questions Definition of further questions to check if the entrepreneur is basically eligible for a funding program or not, e.g. "Is your business establishment located in Saxony-Anhalt?" Outcome (the tool indicates if the project is eligible or not; starting point for next steps within the applying process)

Targets

- Increasing customer satisfaction
- Customer loyalty and gaining new customers (SMEs)

Action

Activity 3.1: Relaunch of the IB-website

In April 2018, an external service provider was commissioned to relaunch the IB website based on an open public tender. The website will be redesigned visually and new functions will be added.

The relaunch of the website was necessary to be able to implement activity 3.2.

Activity 3.2: Development of a guided search tool

On the website the customer can find funding programs for their projects using the so called tool "Förderfinder" (funding finder). Within "Förderfinder" the searching function will be optimized by integrating standard questions, as they were used by the Catalans to identify which kind of activity the customer wants to do.

Examples for standard questions:

- Would you like to qualify your staff?
- Do you need advice?
- ...

The standard questions have the purpose to lead the customer quickly to the suitable funding program for his project.

Having found the appropriate program, the guided search tool should indicate if the project is eligible or not. For that, the customer needs to answer further questions such as "Is your business located in Saxony-Anhalt?" about the funding project.

We plan to develop the guided search for the funding programs "consulting assistance program for enterprises", "program supporting participation at fairs" and "training program for enterprises".

Players involved

- Development Bank of Saxony-Anhalt

The IB is responsible for the development of this action. However, proposals from following players have been taken into account.

- Managing Authority ERDF/ESF
- Ministry of Labor, Social Affairs and Integration of Saxony-Anhalt
Unit 54 Principle EU Structural Funds
- Ministry of Economy, Science and Digitalization of Saxony-Anhalt

Unit 32 Industrial Settlement, Business Support, State Aid Law

- Ministry of Economy, Science and Digitalization of Saxony-Anhalt

Unit 34 External Economic Relations, European Affairs, Development Cooperation

- Chamber of Industry and Commerce of Magdeburg and Halle/Dessau

Timeframe

04/2018 – 03/2021

Costs

Activity 1: approx. 5 man/days costs incurred for the external service provider

Activity 2: approx. 30 man/days -----

Funding sources

The state government of Saxony-Anhalt provides funds through the responsible ministries and the IB.

4. Indicators to evaluate the action plan's impact

The table below shows the impact indicators (quantitative and qualitative) which will be used for the evaluation of the implemented actions.

	Quantitative Indicators	Qualitative indicators
Action 1	<ul style="list-style-type: none"> • Number of applications received • Number of applications approved • Number of forms and attachments needed for application • Number of educational institutions linking to the IB website • Application processing time in days • Improvement of customer satisfaction <i>(survey questions: 5-9)</i> • Number of customers using the online services <i>(survey questions: 12-13)</i> 	<ul style="list-style-type: none"> • Successful transfer of the customer journey method to other relevant public institutions • Continued cooperation with stakeholders for the benefit of the customer • Offer services in English (in addition to German) • Providing status information updates for customers during the application and funding process
Action 2		<ul style="list-style-type: none"> • Development of a prototype for the online application
Action 3	<ul style="list-style-type: none"> • Number of sessions on the website • Number of uses for the improved "Förderfinder" • Number of customers using the online services <i>(survey questions: 12-13)</i> 	<ul style="list-style-type: none"> • Precision enhancement for the "Förderfinder"

5. Policy Endorsement

ACTION 1: Improving access to selected funding programs

I / we hereby agree to contribute to the implementation of the activities of Action 1, in which the respective institution is involved, in accordance with the current jurisdiction rules.

Development Bank of Saxony-Anhalt


1 2. SEP. 2019

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1 2. SEP. 2019

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1 7. SEP. 2019

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1 8. SEP. 2019

Thorsten Kroll,
Managing Authority ERDF/ESF

ACTION 2: Development of an online application system

I / we hereby agree to contribute to the implementation of the activities of Action 2, in which the respective institution is involved, in accordance with the current jurisdiction rules.

Development Bank of Saxony-Anhalt



1 2. SEP. 2019

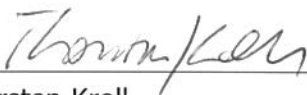
Mandy Schmidt,
Management IB



1 2. SEP. 2019

Marc Melzer,
Management IB

Managing Authority ERDF/ESF of Saxony-Anhalt



1 8. SEP. 2019

Thorsten Kroll,
Managing Authority ERDF/ESF

ACTION 3: Enhancing the functionality and content of the IB website

We hereby agree to contribute to the implementation of the activities of Action 3, in which our institution is involved.

Development Bank of Saxony-Anhalt



1 2. SEP. 2019

Mandy Schmidt,
Management IB



1 2. SEP. 2019

Marc Melzer,
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