



Intellectual Output 1:
Digital entrepreneurship training
needs analysis in a quadruple helix co-
creation context



Table of Contents

1. Executive summary.....	4
1. Introduction.....	5
2. Investigating the context of European entrepreneurship education.....	7
Entrepreneurial education and training: definitions and contexts	7
Objectives for Entrepreneurial Education	8
Differences between Entrepreneurial Education in the United States and Europe	9
Europe: state of play in Entrepreneurship Education and current challenges	10
Investing in European entrepreneurship.....	16
Chapter Summary.....	16
3. Methodology & Sample.....	17
2.1 Desk-based research	17
2.2 Questionnaire Survey	18
2.3 Roundtable Discussions.....	19
4. Results	20
4.1 Desk based research.....	20
4.2 Questionnaire Survey (Students).....	20
Managerial.....	20
Communicational and relational skills	21
Personal Skills	22
Summary.....	22
4.3 Roundtable Discussion (Stakeholders)	23
Training Needs.....	23
Ongoing Collaboration.....	23
5. i-Start Academies Unique Selling Points.....	25
6. i-Start Academies: a modular and repeatable process in a quadruple helix context	27
7. Concluding remarks.....	28
8. Best Practices.....	29
8.1 Communication	29
8.2 Facilities	29

8.3 Agenda and Training Format	29
8.4 Motivation and Support	30
References	31
Annex I: Online questionnaire	33
Annex II: Global entrepreneurship training initiatives	38
Annex III: Local stakeholders	97

1. Executive summary

The document starts with a definition of entrepreneurship education, following Liñán (2004): “the whole set of education and training activities - within the educational system or not - that try to develop in the participants the intention to perform entrepreneurial behaviours, or some of the elements that affect that intention, such as entrepreneurial knowledge, desirability of the entrepreneurial activity, or its feasibility” (p. 17). It explores of the objectives of different types of entrepreneurial education: Entrepreneurial awareness education, Education for start-up, Continuing education for existing entrepreneurs, and, Education for entrepreneurial dynamism, and examines the differences between Entrepreneurial Education in the United States and Europe.

Next, it investigates the Training Needs Analysis (TNA) of the Academy future participants, taking into consideration the quadruple helix context: similar entrepreneurship training initiatives, young University students, startup mentors, local public authorities, and NGOs from four different cities (i.e. Thessaloniki (GR), Izmir (TR), Como (IT), and Coimbra (PT). For that purpose, a mixed method approach (e.g. desk research for relevant training programmes, online questionnaire for the students and a semi-structured interview for the rest of the stakeholders in the four regions) was selected. Findings suggest that students value Opportunity Recognition and Problem Solving highly, while Creative Thinking, Team building and Teamwork are also considered highly important. Nevertheless, the levels of familiarity are low. Therefore, it is clear that there is a gap between what skills are essential for entrepreneurship and what students actually acquire. These results are also consistent with the results of the roundtable discussions with stakeholders that took place in the four Academy-hosting countries (Thessaloniki, Izmir, Como, Coimbra). According to the stakeholders, future entrepreneurs must be trained on opportunity recognition skills, market validation skills, teamwork and team building, skill complementarity in a team context, flexibility and resilience. To better train future entrepreneurs, the stakeholders suggested academia and the business world should enhance networking practices, preserving their unique roles.

Based on the above needs and gaps, the Unique Selling Point (USP) of i-Start is defined:

For University students, future ICT entrepreneurs, who have a need for entrepreneurial training, i-Start is a University-Business collaboration that offers a unique blend of characteristics. Unlike other training activities, such as the above, i-Start differentiates itself by providing: 1) a short-term, intensive and innovative lean-training methodology providing real-world challenges and opportunities, 2) a thematically-focused approach, 3) an embedded team-building process, and, 4) a scalable and reusable format.

Following iStart’s USP, the document provides a pathway, a process, which can ensure the project’s modular and repeatable character into a quadruple helix context. The process takes into account the capabilities of the partners, as well as the external environment and the general set of stakeholders engaged into the process.

The procedure is described into the following stages: 1. Create a permanent Secretariat for the Academy. 2. Establish the Academy’s brand and image, 3. Attract sponsorship and create a network of the Academy’s “supporters”, including alumni, 4. Expand the Academy events to more cities and countries, 5. Co-organise the Academy events with other major events, 6. Expand the Themes of the Academies and renew them in a regular basis.

1. Introduction

This deliverable (Intellectual Output) presents the work performed during the first Work Package of the project. The overall aims were the following:

- To establish the basic principles of an open innovation and co-creation mechanism between the quadruple helix stakeholders (academia, business incubators, startup associations, investors, society, policy makers, etc).
- To perform a Training Needs Analysis (TNA) under the context of quadruple helix interactions.
- To create an information transfer mechanism towards the development of the Academies curriculum.

Under Task 1.1 (Identify Training Needs of future Entrepreneurs at a country level), the document explores the views of young University students with an interest in entrepreneurship, startup mentors, local public authorities, and NGOs from four different cities [Thessaloniki (GR), Izmir (TR), Como (IT), Coimbra (PT)]. Through a mixed method approach (desk research for relevant training programmes, online questionnaire for the students, and roundtable discussions for the rest of the stakeholders in the four regions), a complete training needs analysis for entrepreneurial practice is performed, where the participants' views on a level of particular skill-sets and the rest of the stakeholders' strategic aspirations are investigated (see Annex I for detailed data).

Under Tasks 1.2 and 1.4 (T1.2: Identify relevant Academies at a global level as best practices (where quadruple helix co-creation exists as part of T1.4), the document also explores the current state of play in the high-tech start-up space within EU and beyond, where collaborative endeavours are identified (see Annex II for detailed data). The data reveal that equipping young University students with appropriate generic entrepreneurship skills, along with contextual socio-economic regional knowledge is easier said than done. A fragmented European startup ecosystem landscape, a wide set of high-tech business domain peculiarities, varying individual training needs and diverse socio-economic geographical contexts make the task challenging. The current deliverable focuses on the training need particularities and the challenges associated with designing an entrepreneurship training programme aiming to promote digital entrepreneurship. For that purpose, and under Task 1.3 (Identify relevant (quadruple helix) stakeholders in the four involved countries), the deliverable offers a complete list of relevant stakeholders in each Academy-hosting country (see Annex III for detailed data).

The importance of enterprise education is evident by the initiatives taken by the European Commission. Several policy calls are centered on the promotion of entrepreneurship both in relation to how academic institutions foster entrepreneurship, but also how enterprising graduates progress. A characteristic example is the European Commission's Entrepreneurship 2020 Action Plan which stresses the importance of entrepreneurship education on Europe's return investments (Smith et al., 2014). However, the level of contribution of entrepreneurship education in the development of successful entrepreneurial projects is an issue of debate, which consists another important aspect of this deliverable. Under the umbrella of entrepreneurship training, a large variety of courses with different context and content are delivered, the effects of which on students/potential entrepreneurs are difficult to be measured (Piperopoulos and Dimov, 2015). Nevertheless, there are two theoretical approaches that suggest that entrepreneurship education has at least a positive relation to entrepreneurial intentions. The first approach relates to the human capital theory (Becker, 1975) where human capital outcomes, such as entrepreneurship-related knowledge and a positive perception of entrepreneurship

and intentions, show a strong positive relationship with entrepreneurship education (Martin et. al, 2013). The second approach refers to the entrepreneurial self-efficacy approach (Chen et. al, 1998), which suggests that entrepreneurship education enhances entrepreneurial self-efficacy (i.e. having the confidence to perform tasks relevant to entrepreneurship), which in turn increases entrepreneurship intentions. More specifically, students receiving entrepreneurship training become acquainted with success stories of entrepreneurs who explain their strategies of success. In this way, their self-efficacy increases, and as their expectations of success increase, they become more motivated and interested in entrepreneurship (Bae et. al, 2012).

In this respect, the main objectives in the design of an entrepreneurship training programme are two: on the one hand, it has to increase entrepreneurship intentions, and on the other it needs to build trainees confidence in terms of their self-efficacy in entrepreneurship. In order to achieve that, a careful curriculum design process needs to take place, based on an analysis of the actual needs of the potential entrepreneurs and all related stakeholders. Therefore, and under Task 1.5 (Identify and describe a process which will render iStart a modular and repeatable process), the document identifies iStart Academies' Unique Selling Point in a concrete and concise manner in order to be easily understood and disseminated, and, identifies a process which makes iStart Academies a modular and repeatable process in a quadruple helix context. The process takes into account the capabilities of the partners, as well as the external environment and the general set of stakeholders engaged into the process

The deliverable, after this brief introduction, has the following structure:

Chapter 2 lays the ground for the definitions and contexts on entrepreneurial education and training from which the project draws. The section describes the objectives of entrepreneurial education, the main differences between entrepreneurial education in the United States and Europe, the European current challenges in entrepreneurship education and the opportunities in investing in European entrepreneurship.

Chapter 3 describes the methodology of the performed research, where the various methodological steps are detailed, including the desk-based research, the questionnaire survey and the roundtable discussions.

Chapter 4 presents the findings per research method (i.e. desk-based research, questionnaire survey, and, roundtable discussions) and categorises the emergent findings accordingly. The results show that there is a gap between what skills are essential for entrepreneurship and what students currently actually acquire. These results are also consistent with the results of the roundtable discussions with stakeholders.

Chapter 5 illustrates iStart Academies' Unique Selling Points in a concrete and concise manner in order to be easily understood and disseminated.

Chapter 6 identifies a process which makes iStart Academies a modular and repeatable process in a quadruple helix context. The process takes into account the capabilities of the partners, as well as the external environment and the general set of stakeholders engaged into the process.

Chapter 7 provides the document's concluding remarks.

2. Investigating the context of European entrepreneurship education

Entrepreneurial education and training: definitions and contexts

The entrepreneurship turn is often proposed as a measure to address current global challenges, such as increased competition, changing role of the state, increasing need for competitiveness, etc. Entrepreneurial activity and entrepreneurs can play a significant role in tackling serious threats for countries and regions, especially for those with a weaker productive structure (European Commission, 1999; 2002; 2003). Entrepreneurial development remains an important element of most of the current economic growth theories (Guzmán and Liñán, 2005). Entrepreneurial activity does not only create many new jobs, but also has an important transformational and cross-border impact on the society and economy.

Throughout the wide set of measures to promote entrepreneurship, entrepreneurial education is, perhaps, one of the most important ones (OECD, 2014), and its relevance has increased together with the emergence of entrepreneurship as a scientific discipline. However, the notion of 'entrepreneurial education' can mean different things to different people. The definition of it can take the form of very simple interpretations, such as 'training for firm creation' (McIntyre and Roche, 1999), to more wide and complex ones, such as a model of lifelong learning (Ashmore, 1990; The European Commission, 2002; 2003). A more inclusive definition would be the following (Liñán, 2004): "the whole set of education and training activities - within the educational system or not - that try to develop in the participants the intention to perform entrepreneurial behaviours, or some of the elements that affect that intention, such as entrepreneurial knowledge, desirability of the entrepreneurial activity, or its feasibility" (p. 17).

Such a definition of entrepreneurial education is open enough to involve the development of knowledge, capacities, attitudes and personal qualities identified with entrepreneurship. It also leaves room for specific focus in which entrepreneurial training will embrace the creation of capacities and desires to effectively create business and make it grow (Guzmán and Liñán, 2005). Entrepreneurship in this sense refers to an individual's ability to turn ideas into action. It includes creativity, innovation, showing initiative and risk-taking, as well as the ability to plan and manage projects in order to achieve objectives. The entrepreneurship key competence plays a vital role in Europe 2020 as a consequence (European Commission, 2013).

Aligned with the i-Start Academies, this definition reflects the project's approach: five days of training combining basic entrepreneurial notions with intensive and hands-on practice. Such a definition is also inclusive of training activities within and outside the formal education system: it leaves fruitful ground for universities, companies, policy-makers and the wider civic society to be positioned and add value to the process. Besides the bridging among formal and work-related education, this definition goes beyond any tensions between creating entrepreneurial culture and firm creation training: the emphasis is to elevate dynamism in both new/future entrepreneurial activity as well as endeavours within existing firms.

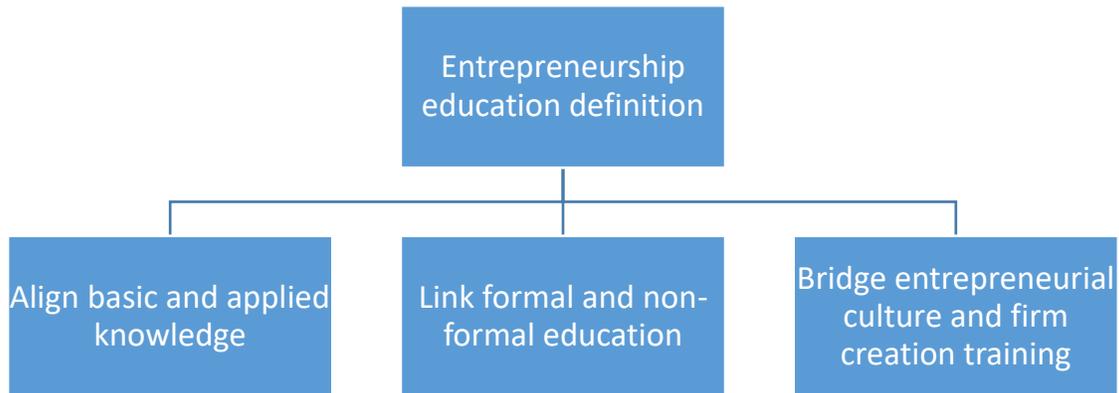


Figure 1 The adopted entrepreneurship education definition and its implications

Objectives for Entrepreneurial Education

The previous definition is inclusive and appropriate for various initiatives. Based on Guzmán and Liñán (2005) there are four training categories relating to the stages of entrepreneurial process.

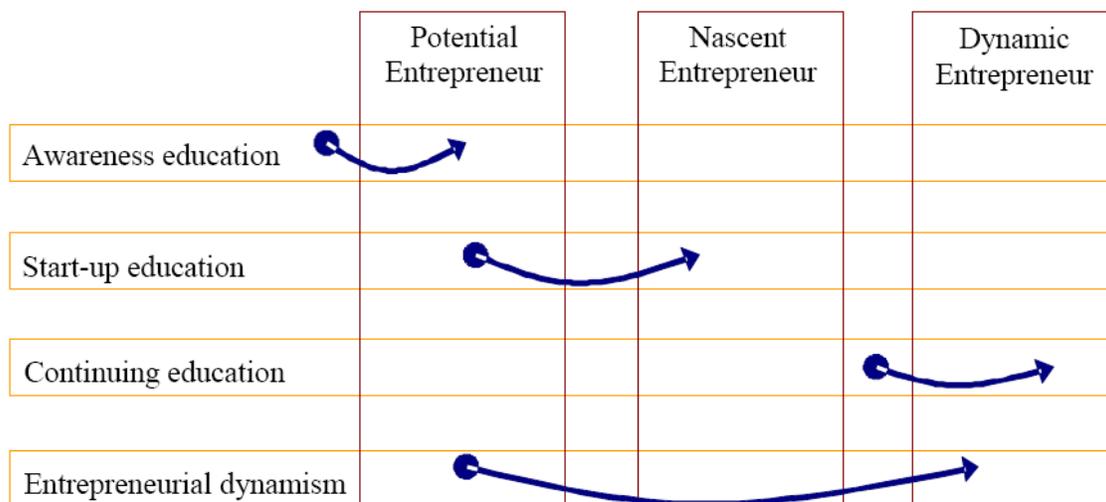


Figure 2 Objectives for Entrepreneurial Education

- Entrepreneurial awareness education. These initiatives aim at raising awareness among young people (e.g. high school) to consider the option of generating a career in small businesses creation and/or being self-employed. They are mostly concerned with courses at high-school level and less at a university level. The emphasis is not directly to infuse entrepreneurial spirit but more to present a wider perspective of career selection.
- Education for start-up. Such programmes are focused on training about how to run small and newly established businesses. They provide emphasis on practical aspects of the everyday challenges of a startup (e.g. funding, legal regulations, taxes, etc.)

- Continuing education for existing entrepreneurs. These initiatives are a variation of adult education focused on how to enhance the entrepreneurs existing capacities to cope with everyday challenges. Such programmes are general to the specific needs and contexts of each business-owner.
- Education for entrepreneurial dynamism. The objectives of these initiatives are focused on creating a dynamic entrepreneurial behavior before and after the establishment of a startup. This training category is particularly important given the high percentage of startup failure and the much needed support to early-stage entrepreneurs.

Based on the above taxonomy, the differences between Entrepreneurial Education in the United States and Europe are explored next. Such a comparison is useful since it can pave the ground for meaningful positioning of the project's academies.

Differences between Entrepreneurial Education in the United States and Europe

Despite the fact that there is not a general consensus on the definition and interpretation of entrepreneurial education, we can identify in practice two diverse schools of thought, with different objectives and training priorities pursued (Guzmán and Liñán, 2005). The first, which relates more to initiatives in the United States, focuses on the ways trainees are equipped with skills relevant to firm creation process. The second, which is linked with European efforts, is more generic and involves training to develop entrepreneurial personality. More particularly, the US-based initiatives on entrepreneurship education tend to enhance practical implementations of behavior which lead to business creation and independent business ownership. Guzmán and Liñán (2005, p. 9) note that “This emphasis on firm creation has been a feature of entrepreneurial education from its incipient stages in the U.S. In 1947, Myles Mace established an optional course –The Management of New Enterprises– in the Master of Business Administration program at Harvard Business School”.

In a more recent study Torrance (2013, p. 1) reports that “Entrepreneurship [...] is one of the fastest growing subjects in today's undergraduate curricula. In 1975, colleges and universities in the United States offered a hundred or so formal programs (majors, minors, and certificates) in entrepreneurship. The number had more than quadrupled by 2006, reaching more than 500. The number of entrepreneurship courses offered follows a similar trajectory; studies suggest that college campuses in the United States offered approximately 250 entrepreneurship courses in 1985. By 2008, more than 5,000 entrepreneurship courses were being offered in two-year and four-year institutions. Today, well over 400,000 students a year take courses in the subject, and almost 9,000 faculty members teach it. Meanwhile, universities have become correspondingly important to the nation's start-up infrastructure, as central in the training of new generations of entrepreneurs as they were in training earlier generations of professionals. Of the 1,250 or so business incubators in the United States, about one-third are based at universities, up from one-fifth in 2006.” Entrepreneurship education in the United States can illustrate a mature trajectory, since it has now clearly moved from the margins of higher education closer to the mainstream.

On the contrary, the development of entrepreneurial education in Europe has been more slow and started later than in the United States. Guzmán and Liñán (2005, p. 14) report that that the “[...] first attempts took place in the 1970s. For example, in the United Kingdom the first meeting of the UK Small Business Management Education Association was held in 1975 as an informal group of academics interested in stimulating small business (Birley and Gibb, 1984). In France, “Hautes Etudes

Commerciales” schools introduced courses on firm creation in 1978 (Fayolle, 1999).” Therefore, Europe’s focus lies on training for businesses management, while an emphasis on the creation of new firms is neglected (Dana, 1992; Hisrich and O’Cinneide, 1996).

The differences between the American and the European perspective on entrepreneurial education can be illustrated and summarized in the following figure (Guzmán and Liñán, 2005).

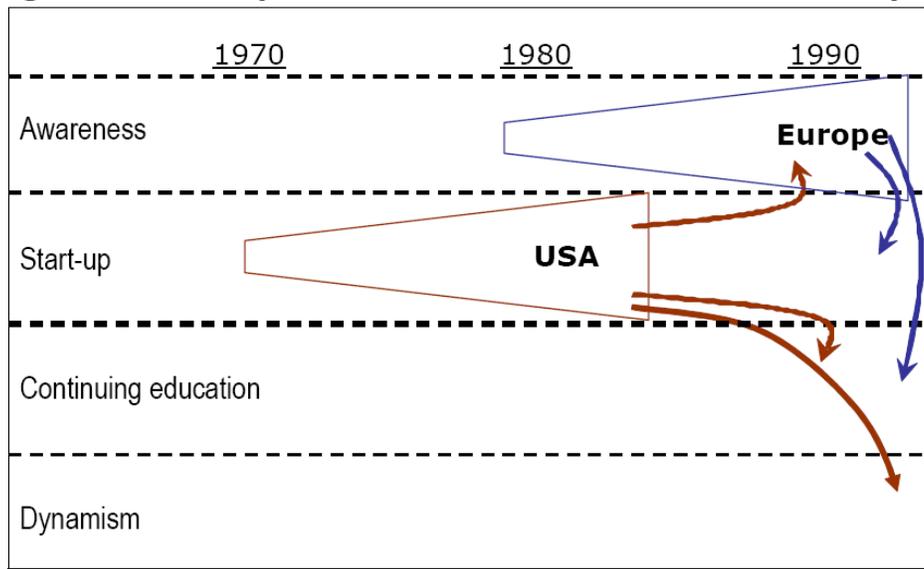


Figure 3 Progress of entrepreneurial education in USA and Europe

Different social and cultural characteristics between the two sides produce the variance of such a focus. Inclination towards a more individualistic and a more flexible labor market, encouragement of risk-taking produces more individuals with entrepreneurial tendencies on the United States. This trend is (re)created by training focused on practical steps to generate the endeavor. Leaning towards social protection, emphasis on structures rather than the individual (e.g. state, unions, associations, etc) put entrepreneurial activity at the margins of professional options in Europe. These characteristics are reflected in entrepreneurship education selections, which promote awareness and the importance of entrepreneurship (Guzmán and Liñán, 2005).

Europe: state of play in Entrepreneurship Education and current challenges

European Commission (2013) notes that new companies, especially SMEs, represent the most important source of new employment: they create more than 4 million new jobs every year in Europe. Yet, the engine for this recovery has been stuttering: since 2004, the share of people preferring self-employment to being an employee has dropped in 23 out of the 27 EU Member States. While three years ago for 45% of Europeans self-employment was their first choice, now this percentage is down to 37%. By contrast in the USA and China this proportion is much higher: 51% and 56% respectively. Moreover, when new enterprises are founded, they grow more slowly in the EU than in the USA or emerging countries, and fewer of them join the ranks of the world's largest firms.

European Commission through the Entrepreneurship Action Plan 2020 (2013) aims at bringing Europe back to growth and achieving higher levels of employment, by creating more entrepreneurs. The Action Plan has set out a renewed vision and a number of actions to be taken at both EU and Member States' level to support entrepreneurship in Europe. It is based on three pillars: 1) developing entrepreneurial education and training, 2) creating the right business environment, and, 3) role models and reaching out to specific groups. Entrepreneurship is a key competence in the European Framework, and an action in both the recent Rethinking Education Commission Communication (European Commission, 2012a). The role of entrepreneurship as an instrument to improve employability levels is also stressed in the Annual Growth Survey 2013 (European Commission, 2012b).

According to Education, Audiovisual and Culture Executive Agency unit of the European Commission (2012), a number of Member States have successfully introduced national strategies for entrepreneurship education or made entrepreneurial learning a mandatory part of curricula. Entrepreneurship education is currently being promoted in most European countries. Several different approaches have been adopted (see Figure 4):

- Specific strategies/action plans focused exclusively on the integration of entrepreneurship education.
- Broader educational or economic strategies which incorporate objectives for entrepreneurship education.
- Individual or multiple initiatives related to entrepreneurship education.

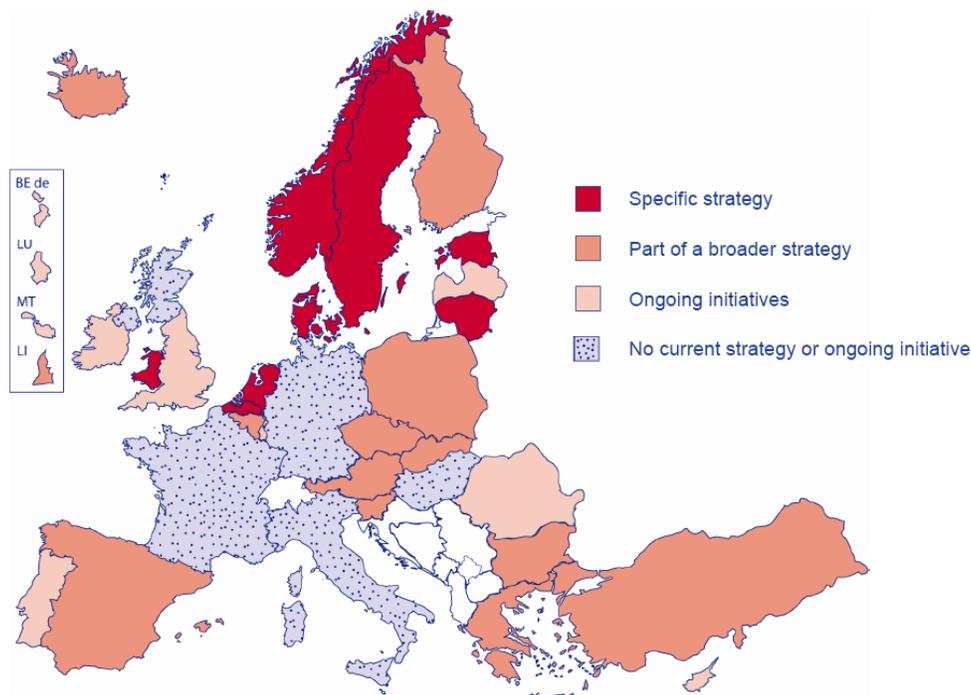


Figure 4 National/regional strategies and initiatives to the implementation of entrepreneurship education

Despite the fact that there is now a wide acceptance of the importance of entrepreneurial education, entrepreneurship training initiatives are characterised by two major hurdles.

The first, lies on a general fragmentation of European entrepreneurship education and training programmes. This fragmentation has various dimensions, such as asymmetrical access to facilities, neglected vertical specialisation and cultural/legal contexts. More in particular, entrepreneurship education is on the agenda in almost all countries, either being in development, or already articulated in some form. However, it is clear that entrepreneurship education varies in terms of how it is dealt with at national strategy level, leading to ubiquitous strategies at national level. The Education, Audiovisual and Culture Executive Agency unit of the European Commission (2012) notes that one third of Member States had produced a specific and separate national entrepreneurship education strategy document, and that national strategies were in different pace (in development or planned) in a further eight countries. Another dimension which ought to be said is that collaboration between ministries responsible for education and ministries responsible for economics or enterprise within and among EU states tend to take place on an ad-hoc basis as needs require rather than on a more regular and structured basis. This is unfortunate, since, as pointed out by the European Commission, considerable benefits follow from regular collaboration rather than ad hoc meetings between ministries. With regards to the involvement of social partners, in most cases they are either consulted regularly or are an integral part of strategy development being involved in the key bodies that meet regularly. Nonetheless, in a substantial minority of cases social partners are either not yet involved or are only consulted on an ad hoc basis (Education, Audiovisual and Culture Executive Agency, 2012).

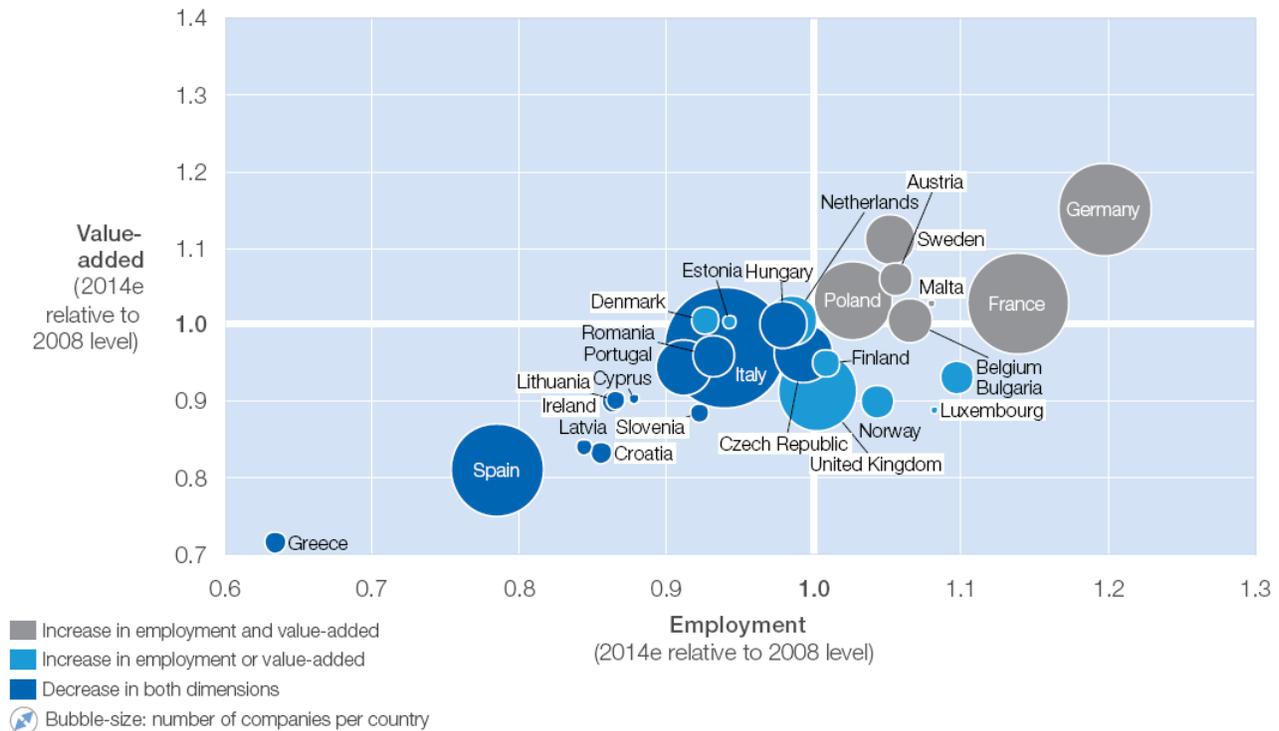


Figure 5 Distribution of employment and value added within EU SMEs

The level and maturity of Entrepreneurship Education within the EU cannot be separated from the national economic performances of EU states. The divergence in European SMEs' economic performance, including startups, among different EU nations reflects this heterogeneous structure. The World Economic Forum (2014) reports that European SMEs have performed very heterogeneously which shows the need for specific approaches to improve strong performers while allowing those countries that were struggling over recent years to catch-up. Therefore, SMEs in many EU countries are struggling to reach or even exceed the 2008 level of employment and value added.

The same analysis (World Economic Forum, 2014) shows that Europe's competitiveness is far from even, with a sharp competitiveness divide between a highly competitive Northern Europe outperforming Southern and Central-Eastern Europe. This divide is particularly strong in innovation performance, one of the key drivers of competitiveness and entrepreneurship for Europe, given its advanced stage of economic development and the imperative to focus its production on high value-added, innovation-rich products and services. In this respect, five out of the 10 most innovative countries of the world are European, and yet many other European economies continue to lag behind.

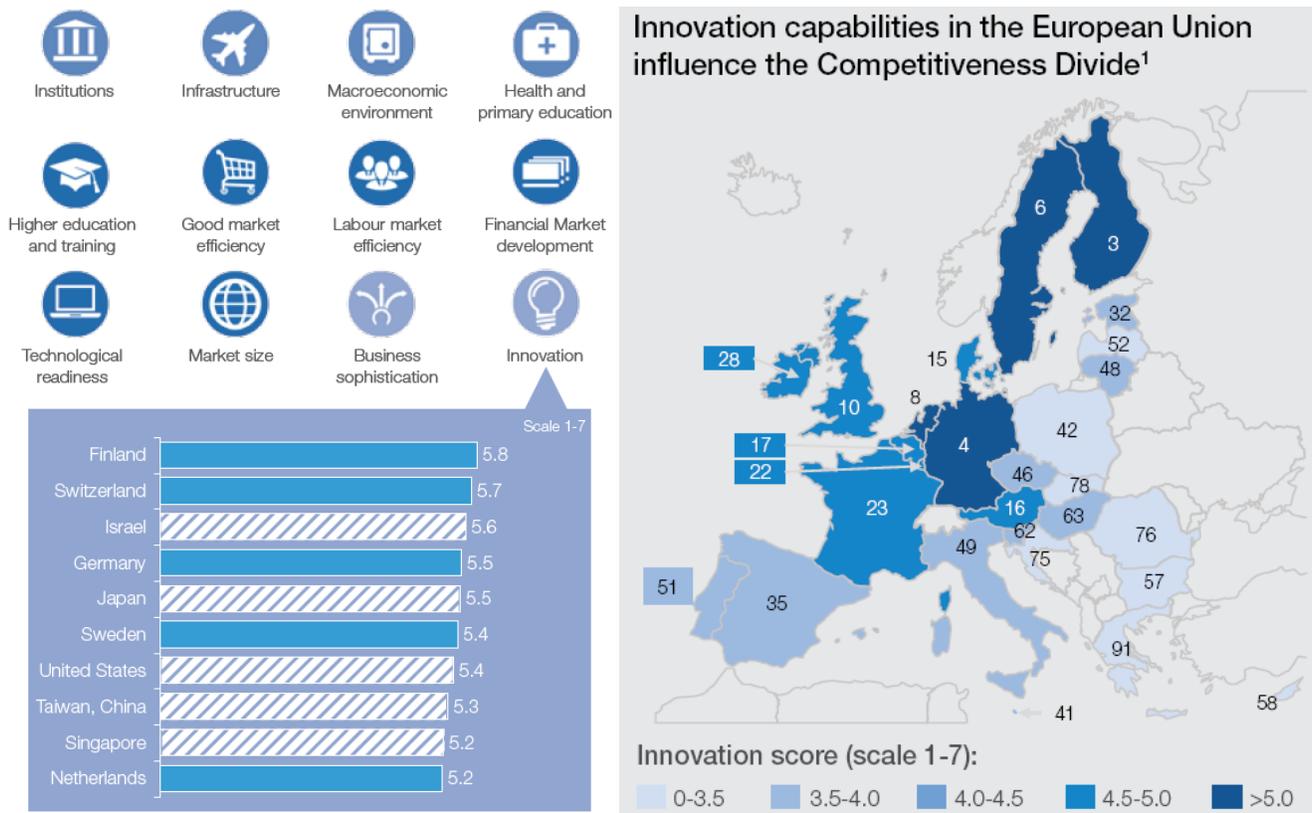


Figure 6 Variations of EU innovation and competitiveness levels

More in particular, training programmes, although rising in numbers, present an unbalanced distribution of facilities and resources for ICT entrepreneurs across Europe. For example, accelerators, hubs and funding providers (e.g. VCs, angels, etc.) are concentrated in a handful of countries across Europe. As

a result, there is an unbalanced performance in startup and entrepreneurial performance and training across Europe European Commission (2013).

The World Economic Forum (2014) indicates that restricted access to bank loans and venture capital reflects Europe’s competitiveness divide, with Northern European countries being among global leaders in access to venture capital and access to loans.

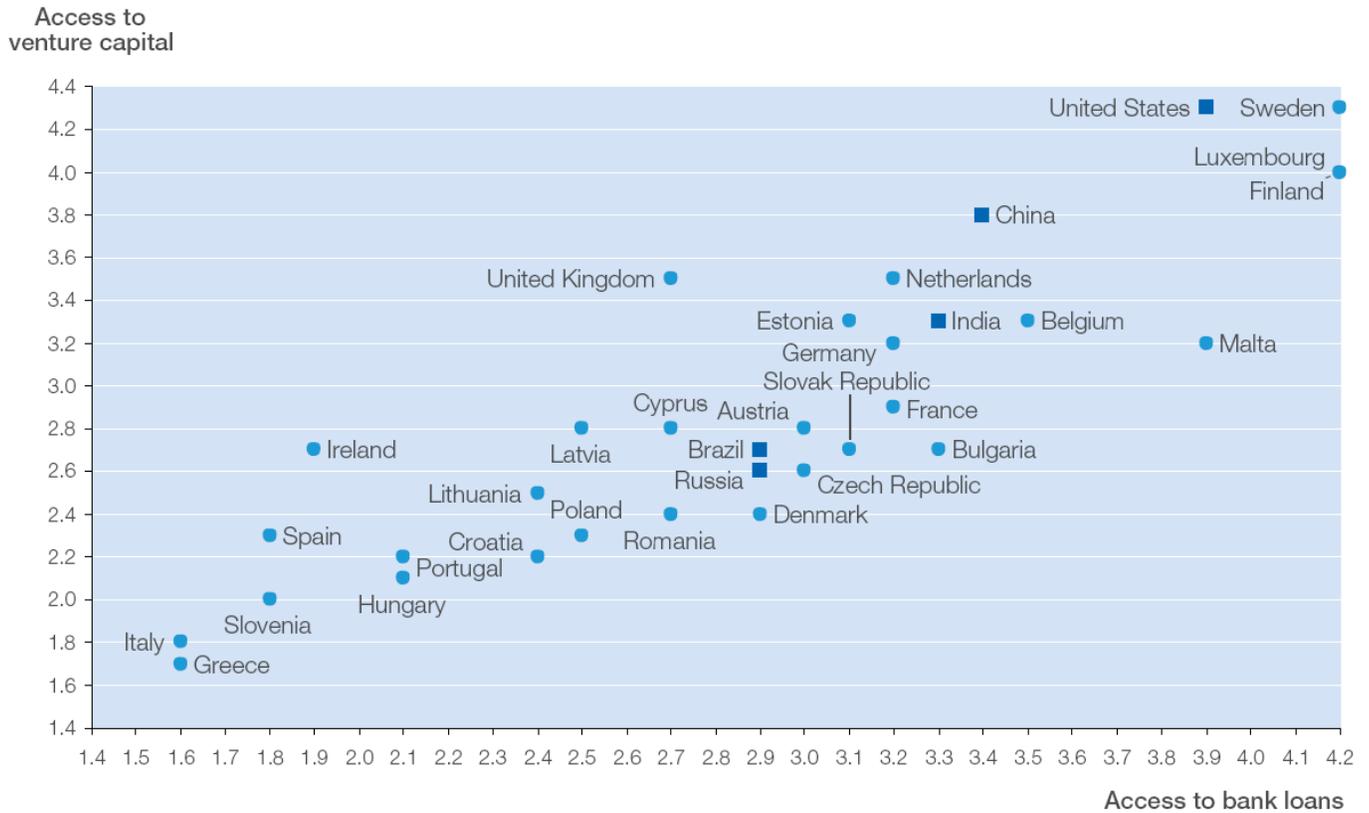


Figure 7 Distribution of access levels to VC and loan funding among EU countries

Perhaps more alarming is the fact that the supply of venture capital in Europe has seen a sharp decline in recent years. Part of this decline is linked to higher levels of risk aversion following the financial crisis. There is some evidence that investors experienced an increased regulatory burden after the financial crisis that discouraged investment. This drop in private investment has seen the role of government agencies in venture capital raised from institutional investors increase from pre-crisis activity of 14% in 2007 to more than 40% in 2012. A reliance on public funds in this way is not a good signal of the health of the venture market (World Economic Forum, 2014).

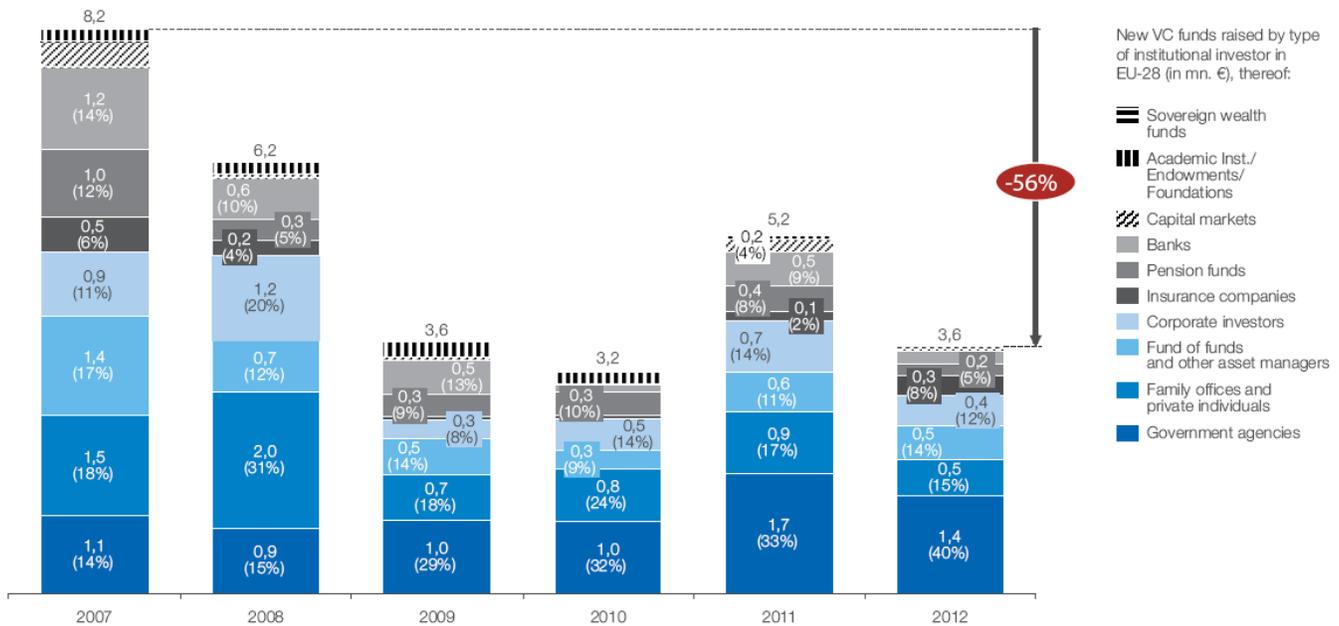


Figure 8 VC funds raised in Europe

On a more micro-level exploration, European entrepreneurship training is noted as still trying to find its home (Wilson, 2008), characterised by an unbalanced emphasis on content *about* entrepreneurship rather than *for* entrepreneurship (Kirby, 2004). In Europe, the entrepreneurship problem is partly due to the training strategies adopted by training programmes. As noted above, entrepreneurship programmes undertaken in the US are noted as being highly linked with the business practice and courses are generally designed towards experiential learning based on a wide range of training strategies. Similarly, a general absence of a ‘learning-by-doing’ training approach, results into a linear training process in which future entrepreneurs supposedly receive the needed knowledge and the capabilities. This didactic training mode, however, provides little attention to the actual involvement of the potential entrepreneur in a more ‘hands-on’ and practical experience. The engagement of the candidates to real business-world development and competition through fast prototyping, business modelling and pitching (i.e. access to finance) is largely unconnected with the training experience. Moreover, an individualistic mode of training neglects the necessary group dynamics and the many ways a small collaborating team can greatly enhance the development and commercialisation of an initial idea. Finally, when it comes to pan-European entrepreneurship programmes, a ‘one-size fits-all’ model does not fit. Unavoidably, important aspects of certain areas of specialisation will be missed in generic training and education programmes. Finally, cultural and legal contexts often fall victims of a generic training plan on ICT entrepreneurship. Different areas across Europe are characterised by distinct dispositions towards creation and adoption of ICT services based on specific macro-economic circumstances, private and public law specificities, security and privacy legislations, local/regional habits, etc.

Investing in European entrepreneurship

According to Entrepreneurship Action Plan (European Commission, 2013), investing in entrepreneurship education is one of the highest return investments Europe can make. Surveys suggest that between 15% and 20% of students who participate in a minicompany programme in secondary school will later start their own company, a figure that is about three to five times that for the general population. Such a training is important regardless if they actually found a business or a social enterprise. Once through entrepreneurial learning, students develop business knowledge and essential skills and attitudes including creativity, initiative, tenacity, teamwork, understanding of risk and a sense of responsibility. This is the entrepreneurial mind-set that helps entrepreneurs transform ideas into action and also significantly increases employability.

In order for entrepreneurship education to pay off, strong commitment of all involved stakeholders is needed in the areas of practical experiential learning models and experience of real-world entrepreneurs, defined entrepreneurial learning outcomes, introduction of effective entrepreneurial learning methodologies, practical entrepreneurial experiences outside formal education structures, partnerships between training providers and businesses, advancement of entrepreneurial mindsets in education institutions, to name just a few (European Commission, 2013). Annex III provides a detailed description of stakeholders in the four Academy-hosting countries, which potentially will be engaged in the project, while Annex II lists of global examples of collaboration among various relevant stakeholders in view of entrepreneurship education and startup creation.

Chapter Summary

Chapter 2 provided the definitions and contexts on entrepreneurial education and training from which the project draws. The project is aligned with the following definition (Liñán, 2004): “the whole set of education and training activities - within the educational system or not - that try to develop in the participants the intention to perform entrepreneurial behaviours, or some of the elements that affect that intention, such as entrepreneurial knowledge, desirability of the entrepreneurial activity, or its feasibility” (p. 17).

The section described the objectives of different types of entrepreneurial education: the Entrepreneurial awareness education, Education for start-up, Continuing education for existing entrepreneurs, and, Education for entrepreneurial dynamism. Based on the above taxonomy, the differences between Entrepreneurial Education in the United States and Europe are explored. US-based initiatives are focused on the ways trainees are equipped with skills relevant to firm creation process, while Europe-based initiatives are linked to more generic and involves training to develop entrepreneurial personality. Next, we explore the Training Needs Analysis (TNA) of the Academy future participants, taking into consideration the quadruple helix context: similar entrepreneurship training initiatives, young University students, startup mentors, local public authorities, and NGOs from four different cities (i.e. Thessaloniki (GR), Izmir (TR), Como (IT), and Coimbra (PT)).

3. Methodology & Sample

Part of Tasks 1.2 and 1.4 (T1.2: Identify relevant Academies at a global level as best practices (where quadruple helix co-creation exists as part of T1.4)) is to explore relevant cases of entrepreneurship training in a quadruple helix context (see Annex II for details). Therefore, the document describes the methodology and the findings of such endeavour.

Moreover, and in order to perform a detailed Training Needs Analysis (TNA), the document explores views of young University students with an interest in entrepreneurship, startup mentors, local public authorities, and NGOs from four different cities (i.e. Thessaloniki (GR), Izmir (TR), Como (IT), and Coimbra (PT), as part of Task 1.1 (Identify Training Needs of future Entrepreneurs at a country level) (see Annex I).

Overall, through a mixed method approach (e.g. desk research for relevant training programmes, online questionnaire for the students and a semi-structured interview for the rest of the stakeholders in the four regions), the current entrepreneurial training practice, the participants' views on a level of particular skill-sets and the rest of the stakeholders' strategic aspirations are compared and contrasted.

2.1 Desk-based research

The first part of the study for the TNA involved a desk-based research (Tasks 1.2 and 1.4 (T1.2: Identify relevant Academies at a global level as best practices (where quadruple helix co-creation exists as part of T1.4)). The aim of the desk-based research was to identify best practice start-up incubators & accelerators around the globe, and examine the type of services and training support they offer. For that reason, the information gathered for each of these cases involved:

Information for Stakeholders involved (e.g. industry/private incubator, university/research institute, local/national government/EU public funding, societal organizations/NGOs, other)

- Geographic region of activity
- Type of support service (e.g. Training, infrastructure, management consulting, business expertise, IT support, legal advice, etc)
- Business sector(s) focus of service, and
- Brief description of useful facts (e.g. achievements in numbers, training processes, success stories, etc.)

The final sample of the desk-based research was 55 cases from 18 countries. Table 1 includes all recorded cases by country of origin (see Annex II for detailed data).

Country	Cases
Austria	2
Brazil	1
Bulgaria	2
Canada	3
Chile	1
Finland	5
Germany	3
India	4
Israel	7

Japan	2
Serbia	2
Singapore	2
Spain	3
Switzerland	5
The Netherlands	4
Tunisia	2
UK	3
USA	4
Total	55

Table 1: Best Practice Start-up Incubators & Accelerators

2.2 Questionnaire Survey

The second part of the TNA involved a questionnaire survey referring to students/potential entrepreneurs (Task 1.1 Identify Training Needs of future Entrepreneurs at a country level). An on line questionnaire was developed using Google Forms and it was distributed by all partners participated in the project (see Annex I). Participants were given a list of entrepreneurial skills separated in three categories (managerial/ communication & relational/ personal skills) and were asked to rate each skill on a scale of 1 to 3 as a) being significant to entrepreneurship, b) being personally familiar with?

The three categories of skills included the following skills:

- **Managerial:** opportunity recognition, problem solving, business planning, marketing, financial projections, pitching
- **Communication & Relational:** Communication and Presentation techniques, Team building and team working, Networking techniques, and Collaboration and Empathy
- **Personal:** Creative Thinking, Idea Generation, Flexibility and Stress Management

The overall sample consisted of 361 responses from students of different nationality, studentship status, and age. The following graphs depict the demographic data of the sample. As anticipated, the majority of the responses were from the partners' countries of origin (Italy: 161, Portugal: 45, Greece: 44, Turkey: 38), but there was also a considerable number of responses from other countries of the South Eastern Europe such as Serbia, Bulgaria, FYROM, Kosovo, and Romania, mainly due to the involvement of City College in Greece that has students from these areas. Other random responses came from various countries.

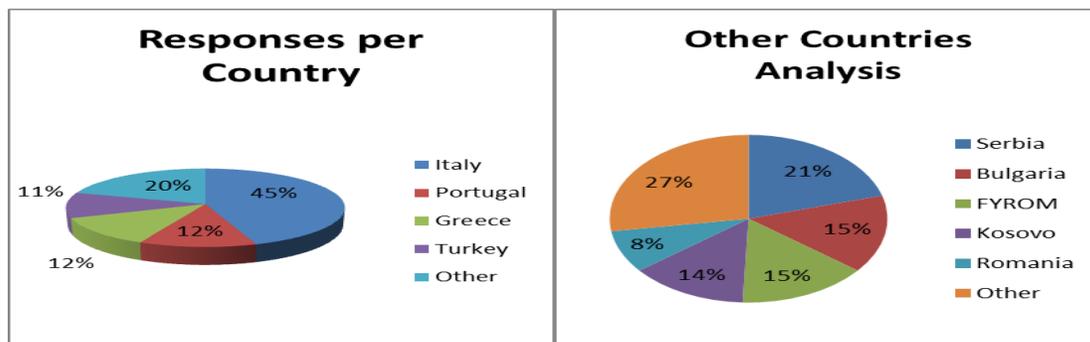


Figure 9: Responses per country

In terms of age, the majority of the respondents were mature students over 23 years old, while younger students (17-22) participating in the survey accounted for only 26% of the sample. As the age demographics already indicated, the majority of the students participating in the survey were mature students. Namely, undergraduate students amounted to 44% of the sample, while the majority consisted of master students (52%). There was also a small percentage of PhD students (4%).

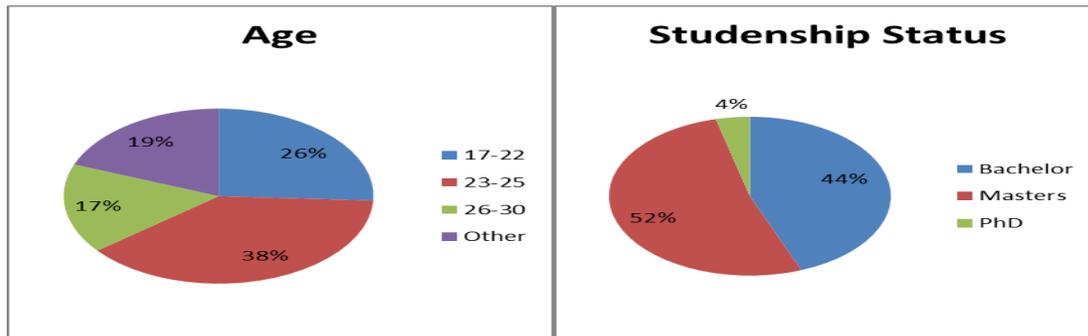


Figure 10: Responses per age & studentship status

2.3 Roundtable Discussions

In order to examine quadruple helix stakeholders' perceptions on digital entrepreneurial training needs, roundtable discussions with representatives from academia, business, government, and society were conducted in each participant country (Turkey, Greece, Italy, Portugal) (Task 1.1 Identify Training Needs of future Entrepreneurs at a country level). These roundtable discussions had a coordinator from each partner who guided the discussion based on a semi-structured questionnaire, but the discussion also led to other related issues, as this was the scope of the roundtable discussions. The main questions included in this questionnaire were the following:

- What do you think are the most important managerial, communication and relational, and personal skills in entrepreneurship?
- From those skills, what would you think future entrepreneurs mostly lack?
- Do you think that an on-going collaboration between businesses, academia, government and the society would address those gaps? How?

As table 2 indicates, four roundtable discussions with quadruple helix stakeholders took place, one in each country, with representatives from the local academia, business, government, and society:

Country	Participants
Turkey	9
Greece	14
Italy	12
Portugal	16
Total	51

Table 2 Roundtable Participants per country

4. Results

The outcomes of the TNA were various since different research methods examined a variety of issues. These results were however synthesized in order to come up with significant conclusions regarding the design of the entrepreneurship training curriculum. The main results are analyzed in the current section, and the final conclusions are formulated in the conclusions part of this paper.

4.1 Desk based research

As mentioned earlier in the sample description, the desk based research resulted in the concentration of 53 cases from all over the world, involving mainly best practice incubators and accelerators. Through an examination of these organizations' stakeholders involved and the type of service support offered, the study reveals the following.

First of all, these organizations place limited emphasis on active University students. The majority of people applying in these organizations are not University students, but people that have usually graduated and are willing to be trained in starting a business. Therefore, it seems that there is an unaddressed 'grey' area between university studies and training in starting a business, as University studies teach 'entrepreneurship', while Incubators/accelerators train actual 'startups'.

Secondly, incubators and accelerators usually focus on investment-ready ideas and solid teams. That practice excludes people that don't have a ready formulated idea or a team. In other words, 'Startup for starters' training seems to be missing.

Finally, the training provided by these organizations is usually long-term, as it involves weeks or even months of training. As such, people that cannot commit so much time, but still want to learn the basics of startups cannot participate. Thus, the existence of short and intensive training could address the needs of these people.

4.2 Questionnaire Survey (Students)

The main aim of the questionnaire survey on students potentially becoming entrepreneurs was to examine students' perceptions on which skills are important for entrepreneurship, and from those skills, what was their level of familiarity. The overall conclusion of this survey was that students identified almost all of the suggested skills as important or necessary for entrepreneurship. Nevertheless, a low level of familiarity with such skills has been identified.

The suggested skills were separated in three main categories: Managerial, Communicational, & Relational Skills, and Personal skills. The results for each category of skills were as follows:

Managerial

Table 3 summarizes the results regarding managerial skills. The first column presents the percentage of responses suggesting that these skills are necessary for entrepreneurship, while the second column present the percentage of the level of familiarity they have with such skills.

Skills	Necessary for Entrepreneurship (%)	High Level of Familiarity (%)
Opportunity Recognition	79,2	28,8
Problem Solving	78,9	50,4
Business Planning	72,6	33,8

Marketing	56,8	32,7
Financial Projections	59,3	25,2

Table 3 Managerial Skills

As the percentages indicate, students identify Opportunity Recognition and Problem Solving as the most significant managerial skills, while Marketing and Financial Projections are ranked relatively low. Even in the case of skills that they consider necessary however, their level of familiarity is low. The greatest gap is depicted in Opportunity Recognition, where although 79,2% of the respondents rank it as necessary, only 28.8% of them suggest that have a high level of familiarity. Similarly, although Business Planning is considered necessary by 72,6% of the respondents, the percentage of them having a high level of familiarity is only 32,7%.

Communicational and relational skills

A similar trend was identified in the results of the communicational and relational skills. The responses indicated that all these skills are important or necessary for entrepreneurship, but in contrast, a low level of familiarity with such skills has been identified. The following table summarizes all responses:

Skills	Necessary for Entrepreneurship (%)	High Level of Familiarity (%)
Team building and team working	75,1	57,6
Networking techniques	68,7	33,5
Communication and Presentation techniques	68,1	44,6
Collaboration and Empathy	65,1	57,9

Table 4 Communicational & Relational Skills

Overall, with the exception of Collaboration and Empathy skills where the percentages between the level of significance and the level of familiarity are relatively close, there exists a gap between what respondents think is important and what they actually acquire.

The skills that appear to more significant compared to other communicational and relational skills are Team Building and Team Working skills; 75% of the respondents suggested that Team Working and Team building are necessary skills for entrepreneurship, Nevertheless, regarding the level of familiarity only 57,6% of the respondents suggested that they have advanced familiarity with such skills.

Networking techniques were ranked second in importance according to respondents but in the same time they were the least ranked in terms of familiarity. Communication/presentation techniques are another example of skills that are ranked highly by respondents in terms of significance but on the other hand ranked low in terms of familiarity. Only 44,6% of the respondents reported that are highly familiar with such techniques as opposed to 68,1% who responded that these are necessary skills for entrepreneurship.

Personal Skills

A similar trend is identified when examining the results for Personal skills. Personal skills seem to be ranked relatively higher than communicational and relational skills by the respondents in terms of necessity for entrepreneurship, but again the comparative scores on level of familiarity are low. The results are summarized in the following table:

Skills	Necessary for Entrepreneurship (%)	High Level of Familiarity (%)
Creative Thinking	75,3	46,3
Idea Generation	72,6	57,6
Flexibility	68,4	33,5
Stress Management & Resilience	63,7	57,9

Table 5 Personal Skills

Creative thinking stands out as the most important personal skill in entrepreneurship. Almost all respondents answered that creative thinking is either necessary (75,3%) or relevant (23,5%) for entrepreneurship, while in the same time less than half of the respondents (46%) suggested that this is a skill they're highly familiar with. Similarly, Idea Generation is highly ranked in terms of significance (72,6% necessary, 25,2% relevant), but it scores significantly lower in terms of familiarity (57,6%). A very interesting finding of the questionnaire survey is the low level of familiarity in terms of flexibility. Namely, only 33,5% of the respondents answered that they have high flexibility skills, although they recognize the importance of flexibility in entrepreneurship (68,4% think it's necessary).

Summary

By summarizing all results regardless of the categorization of skills, interesting findings emerge concerning entrepreneurship training needs at least based on students' perspectives. Table 7 ranks all skills included in the questionnaire survey in terms of their necessity for entrepreneurship. The corresponding levels of familiarity are also provided. As the table indicates, students value Opportunity Recognition and Problem Solving highly, while Creative Thinking, Team building and Teamwork are also considered highly important. Nevertheless, the levels of familiarity are low; therefore it is clear that there is a gap between what skills are essential for entrepreneurship and what students actually acquire. These results are also consistent with the results of the roundtable discussions with stakeholders that took place as analyzed in the following section.

Skills	Necessary for Entrepreneurship (%)	High Level of Familiarity (%)
Opportunity Recognition	79,2	28,8
Problem Solving	78,9	50,4
Creative Thinking	75,3	46,3
Team building & Teamwork	75,1	57,6
Business Planning	72,6	33,8
Idea Generation	72,6	57,6
Networking Techniques	68,7	33,5
Flexibility	68,4	33,5
Communication/Presentation Techniques	68,1	44,6
Collaboration& Empathy	65,1	57,9
Stress Management & Resilience	63,7	57,9

Financial Projections	59,3	25,2
Marketing	56,8	32,7

Table 6 Summary of all Skills

4.3 Roundtable Discussion (Stakeholders)

The results of the roundtable discussions that took place in the four cities (Thessaloniki, Izmir, Como, Coimbra) were synthesized and the main outcomes involve: 1. Stakeholders' suggestions regarding skills, 2. Stakeholders' suggestions regarding On going Collaboration, and 3. Stakeholders ideas on Technological Trends. All partners kept detailed minutes of the roundtables, discussed and shared the findings and incorporated them in the results of the TNA. As part of this exercise the partners also identified relevant quadruple helix stakeholders in the four involved countries (Task 1.3) (see Annex III for detailed data).

Training Needs

Although a great number of skills were recognized by stakeholders as essential for entrepreneurship, what was really interesting was the identification of the basic skills young entrepreneurs usually lack based on the various stakeholders' experiences. Thus, one major outcome of the roundtable discussions with the stakeholders was their suggestions regarding skills that potential entrepreneurs need to be trained on.

Firstly, according to the stakeholders, due to the gap between an interesting idea and commercial success, future entrepreneurs must be trained on opportunity recognition skills (understand the needs of the market) as well as on market validation skills (effectively communicate an idea to the market, know how to pitch).

Secondly, stakeholders emphasize teamwork and team building as essential skills that usually young entrepreneurs lack. They argue that potential entrepreneurs must realize the importance of skill complementarity in a team context, that they should be able to know oneself (i.e. personal skills, strengths, weaknesses, etc.) in the process of building a team, and that they should be open, share ideas, and show empathy.

Finally, stakeholders argued that potential entrepreneurs should be flexible and resilient. It is essential that they perceive technological and market trends quickly and that they appropriate them into commercial solutions and offerings. It is also essential that they will be trained on alternative scenario development.

Ongoing Collaboration

Regarding stakeholders' input on whether an on-going collaboration between businesses, academia, government, and the society would address those gaps, stakeholders' suggestions are summarized as follows.

One of their suggestions is that academia and the business world should enhance networking practices. This way, they will increase the accessibility of all stakeholders by entrepreneurs. Another key suggestion is that the business world should try to provide the commercial validation to academia. One way for this to happen is having the business world offering issues or problems to be solved by academia. In this case, however, each stakeholder's unique role must be preserved. A final suggestion involved the promotion of entrepreneurial activity by academics, where the availability of research

funding for the effective transformation of a research idea to commercial success, was identified as an essential success factor.

5. i-Start Academies Unique Selling Points

As part of Task 1.5 (Identify and describe a process which will render iStart a modular and repeatable process), it is necessary that the document first identify iStart Academies' Unique Selling Point in a concrete and concise manner.

The previous analysis confirms that there is a chasm between 'entrepreneurial awareness education' and 'education for start-up'. The initiatives are either organised as University-based learning lectures or as start-up creation and acceleration training. However, the critical gap where active University students, to-be-entrepreneurs, must be familiarised with real-world entrepreneurship experiences and acquire hands-on enterprising competences remains unaddressed. i-Start, presents a five-days training approach dedicated to advancing general entrepreneurial skills as well as 'hands-on' idea and prototype development. This holistic approach effectively integrates general training on entrepreneurial skills, as well as practical enterprising matters on running a real-world startup. Connecting the participants existing knowledge with real business-world issues and train them to applied startup practices (e.g. fast prototyping, business modelling and pitching, among others) is a significant dimension of the i-Start Academies, assisting in narrowing the identified gap above.

Furthermore, i-Start effectively connects not only generic enterprising training with practical start-up running aspects, but it unveils participants with specific challenges of certain application domains. Most of the initiatives, that are explored in the above analysis, have either a very narrow focus missing on some generic yet important entrepreneurship skills, knowledge and attitudes, or they present a broad spectrum of skills training but losing the connection with domain-specific ICT peculiarities. i-Start addresses this dichotomy by creating an innovative curriculum structure which provides the appropriate training on particular ICT topics – avoiding a 'one-size-fits-all' approach, but at the same time allows for a common ground that builds a core set of enterprising competences.

Another differentiating factor of i-Start is the focus on team-building. i-Start, by design calls University students to participate in the Academies and bring different experiences, skills and knowledge to the mix. The project directly enhances the enterprising potentialities of participants by promoting group formation based on skills, knowledge and attitudes which can successfully lead to the development and commercialisation of the initial ideas.

Based on the above, the Unique Selling Point of i-Start, as a pitch is the following:

For University students, future ICT entrepreneurs, who have a need for entrepreneurial training, i-Start is a University-Business collaboration that offers a unique blend of characteristics. Unlike other training activities, such as the above, i-Start differentiates itself by providing: 1) a short-term, intensive and innovative lean-training methodology providing real-world challenges and opportunities, 2) a thematically-focused approach, 3) an embedded team-building process, and, 4) a scalable and reusable format.

In more detail, the unique differentiator of i-Start lies on the combination of the following dimensions:

- Innovative lean-training methodology providing real-world challenges and opportunities: The i-Start training methodology is inspired by the lean startup philosophy. It does focus on real-world problems and challenges described by international experts in the thematic fields which provide unique opportunities for the participants to be engaged with. The methodology also exploits the basic dimensions of the lean startup tactics: participants in i-Start Academies are trained to build a minimal

version of a new product/service which allows the team to collect the maximum amount of validated learning about customers. Teams are engaged with real potential customers by various means (e.g. sending emails to relevant companies, taking feedback by individuals outside the facilities, receiving guidance by mentors/entrepreneurs in the specific ICT themes, etc.) while during the Academies are creating and testing their hypothesis about their idea. The academies integrate entrepreneurship awareness modules with value-producing practices: teams will be guided to produce ideas, measure their effectiveness in the real-world, and learn from that experiment performing and integrated and iterative learning cycle.

- Thematically-focused approach: ICT entrepreneurship is not a 'one-size-fits-all' activity and it is greatly dependent upon the focus area of the endeavour. Since multifaceted ICT business domains have unique challenges, participants in i-Start Academies will have the appropriate training, based on their thematic focus in order not to miss important aspects of their entrepreneurial focus. Participants will be guided, mentored and coached by professionals and in order to be engaged and solve real-world problems.

- Embedded team-building process: i-Start will seek to boost the dynamism created by groups and teams, where similar and complementary competences come together and generate larger returns than the sum of each part. For this to happen, the project will devise a process, in which participants with different backgrounds and competences (e.g. business management, design knowledge, technical capacity, etc.) will be brought together in a systematic manner. Synergies among individuals and noteworthy ideas will be identified and trans-disciplinary teams will be formed.

- Scalable and reusable: i-Start Academies are based on a format which can include other/more thematic areas and can be reusable in different settings (i.e. Universities, incubators' training programmes, professional and vocational training, etc.). The modular nature of the curricula ensures its exploitation trajectories in different settings and a wide variety of areas.

6. i-Start Academies: a modular and repeatable process in a quadruple helix context

This section identifies and describes a process which ultimately will make iStart Academies a modular and repeatable process into a quadruple helix context (Task 1.5). The process takes into account the capabilities of the partners, as well as the external environment and the general set of stakeholders engaged into the process.

The procedure is described into the following stages:

1. Create a permanent Secretariat for the Academy that will coordinate the organisation of the Academy's events each year. The consortium will explore the possibility of providing continued secretariat support for i-Start. Towards that goal, all consortium members will have to nominate one member of staff to serve on a i-Start steering group that will discuss every 3 months the relevant opportunities to build further activities.
2. Establishing the Academy's brand and image. The consortium has worked toward developing a brand and image of i-Start in communications and online presence. Consortium partners are committed to the use of the image and brand in any communication and or dissemination relating i-Start in order to be identifiable to all relevant stakeholders (e.g. academics, business, NGOs, policy-makers, etc.).
3. Attracting sponsorship and creating a network of the Academy's "supporters", including alumni. The consortium will explore the possibility of attracting sponsorship, mainly from the business-related stakeholders which will be engaged in the Academies.
4. Expanding the Academy events to more cities and countries by expanding the consortium and cooperating with academic institutions and industry in the respective countries. The consortium has the capacity to partner and engage with other universities and industries as a part of developing future academies, materials and resources.
5. Co-organising the Academy events with other major events. The consortium will identify a number of future events in the pipeline with an aim of linking with other projects and events. The consortium recognises the value of developing i-Start Academies in partnership with a wider set of stakeholders. Co-organising future i-Start Academies will remain an important way to sustain the project. Any future partnerships will be agreed by the partners to ensure that quality is maintained.
6. Expanding the Themes of the Academies and renew them in a regular basis. Given the fast-paced nature of change in the digital sector the thematic foci of future Academies will inevitably have to change, and they will also vary according to where the academy is taking place.

7. Concluding remarks

After investigating the overall entrepreneurship training landscape, we found that the majority of current entrepreneurial training is either delivered as academic and organizational courses, highly focused startup training in incubators or as generic public sector initiatives. To address the cohort of potential entrepreneurs that don't have investment-ready ideas or haven't formulated solid teams, iStart project has identified its unique selling points as a short-term real-world startup training programme.

Towards the design of the curricula for such a training program, and given the literature suggestions on the importance of all related stakeholders in the design process, the results of the current TNA may prove to be very beneficial towards that direction. The comparison between students' and all related stakeholders' (academia, business, government, society) perceptions on the potential gaps in entrepreneurship training, gave quite similar results. On the one hand University students identified certain gaps between what skills they believe are important and their personal skill-level. These mainly involved skills such as opportunity recognition, problem solving, creative thinking, and team building/teamwork. Stakeholders' views were also in accordance with the majority of the findings of the students' survey. They emphasized opportunity recognition skills, team working skills, and personal skills such as flexibility and resilience.

iStart Academies can be modular and repeatable training process into a quadruple helix context since it offers a dynamic and extendable entrepreneurship training curriculum. This training program will leave room for local and tailor-made startup training services inclusive of all interested stakeholders (e.g. academia, business, NGOs, policy-makers at a local and/or international level). Such a flexible and resilient training structure is not only entrepreneurial in itself, by allowing creative pivots of the training arrangements and allowing for different stakeholders to be engaged, a necessary element of any entrepreneurial practice, but more importantly it is increasingly relevant with our socio-economic conditions and our post-industrial age of doing business.

8. Best Practices

This section updates the Training Needs Analysis document and describes the best practices that the organisers of the iStart Academies had identified. The following best practices are structured under four categories: communication, facilities, agenda and training format, and, motivation and support.

8.1 Communication

The organisers have found that it is important to start the communication campaigns at least three months before the beginning of the academies and to have a unified campaign style. This will help to avoid overlapping messages in communication channels and duplication of the efforts.

The organisers of the iStart Academies also found that it is helpful to invest in a systematic approach towards attracting participants by targeting existing pools of students from other existing structures (e.g. University classes, incubators, etc.).

Different forms of communication media need to be coordinated. Organisers should utilize a variety of communication practices and tools ranging from social media to e-mail and face-to-face discussions to attract the interest of communities and potential participants.

8.2 Facilities

The venue for the academies should include a large lecture room but also open spaces for the development for the workshops and activities of the academies. It could be also useful to have meeting rooms for one to one coaching sessions with mentors.

8.3 Agenda and Training Format

iStart Academies organisers found that the agenda should be similar to all academies, with minor differences depending on the different theme. iStart academies organisers liaised to ensure that a consistent approach was developed, although the technical aspects of each academy were adapted the schedule of the local programme.

Where possible sufficient time and resources should be dedicated to maturing the ideas and prototyping and starting the idea validation phase the earliest possible was beneficial in the generation and development of valuable entrepreneurial ideas.

It is recommended to contact the potential mentors early enough and discuss with them the overall project and designed scheduled.

An important aspect that iStart organisers found was that students need a lot of time to work within their teams for the development of the ideas. The total hours per day of lessons should be less than the hours spent working on their own (including coaching and mentoring from mentors).

Lunches and morning and afternoon coffee breaks help the participants to interact between them, and with the mentors and experts in a more informal approach. Lunch breaks of at least one hour are also

recommended, to give time to the students to recharge before the afternoon sessions. More interactive afternoon sessions tended to be the most successful.

iStart academies organisers suggest involving real startups as mentors and presenters. The participation of a real entrepreneurs help the teams to prepare the final pitch presentation. The importance of including people who have been there and done it is second to none.

8.4 Motivation and Support

It is suggested to emphasise from the beginning of the academy the importance of the final pitching competition to the participants wishing to develop their ideas. This will create a competitive environment within the academy and will highlight the valuable opportunity of the training experience.

iStart organisers emphasise the importance of communicating the on-going support opportunities offered by the organisers and/or the participating mentors from the beginning of academy. This will help participants to focus their effort on the aspects that will be evaluated positively and will push them to work harder on their idea.

It is crucial to maintain the enthusiasm of the best teams after the end of the academies, by offering on-going support by the organisers and/or the mentors. Since many of the teams are geographically distributed the use of skype to convene meetings was useful.

References

- Allinson, R., Izsak, K. and Griniece, E. (2012): Catalyzing Innovation in the knowledge triangle, Technopolis group.
- Ashmore, C.M. (1990): Entrepreneurship in vocational education; in Kent, C.A. (Ed.): Entrepreneurship education: current developments, future directions, Quorum Books, Westport.
- Bae, Tae Jun, et al. The relationship between entrepreneurship education and entrepreneurial intentions: A meta-analytic review. *Entrepreneurship Theory and Practice* 2014; 38.2: 217-254.
- Becker, G.S. Human capital (2nd ed.). Chicago: University of Chicago Press 1975 in Bae, Tae Jun, et al. The relationship between entrepreneurship education and entrepreneurial intentions: A meta-analytic review. *Entrepreneurship Theory and Practice* 2014; 38.2: 217-254.
- Birley, S. and Gibb, A.A. (1984): "Teaching small business management in the UK. Part I", *Journal of European Industrial Training*, 8 (4), 17-24.
- Chen, C.C., Greene, P.G., & Crick, A. Does entrepreneurial self-efficacy distinguish entrepreneurs from managers? *Journal of Business Venturing* 1998; 13(4): 295–316 in Bae, Tae Jun, et al. The relationship between entrepreneurship education and entrepreneurial intentions: A meta-analytic review. *Entrepreneurship Theory and Practice* 2014; 38.2: 217-254.
- Dana, L.P. (1992): "Entrepreneurial education in Europe", *Journal of Education for Business*, 68 (2), 74-78.
- Education, Audiovisual and Culture Executive Agency (2012): Entrepreneurship Education at School in Europe, P9 Eurydice and Policy Support, Brussels
- European Commission (1999): Action Plan to Promote Entrepreneurship and Competitiveness, European Commission Publishing Office, Luxembourg.
- European Commission (2002): Final Report of the Expert Group 'Best Procedure' Project on Education and Training for Entrepreneurship, Enterprise Directorate-General, Brussels.
- European Commission (2003): Green Paper: Entrepreneurship in Europe, Enterprise Directorate-General, Brussels.
- European Commission (2012a): Commission presents new Rethinking Education strategy, Press Release, available at: http://europa.eu/rapid/press-release_IP-12-1233_en.htm
- European Commission (2012b): Annual Growth Survey 2013, European Commission Publishing Office, Brussels.
- European Commission (2013): Entrepreneurship 2020 Action Plan, European Commission Publishing Office, Luxembourg.
- European Commission (2013): Strengthening the environment for Web entrepreneurs in the EU
- European Commission (2015): Entrepreneurship Education: A road to success, Directorate-General for Internal Market, Industry, Entrepreneurship and SMEs, Brussels.

Fayolle, A. (1999): L'enseignement de l'entrepreneuriat dans les universités françaises: analyse de l'existant et propositions pour en faciliter le développement, Ministry for National Education, Research y Technology (MENRT), París.

Guzmán and Liñán (2005): Perspectives on Entrepreneurial Education: A US-Europe Comparison, Jean Monnet European Studies Centre Universidad Antonio de Nebrija, Madrid.

Hisrich, R.D. and O'Kinneide, B., (1996): "Entrepreneurial activities in Europe-oriented institutions", Journal of Managerial Psychology, 11 (2), 45-64.

Kirby, A. D. (2004): Entrepreneurship Education: Can Business Schools meet the Challenge?. Education & Training, 46(8/9), pp. 510-51.

Liñán, F. (2004): Intention-based models of entrepreneurship education, Piccola Impresa / Small Business, (3), 11-35.

Martin, B.C., McNally, J.J., & Kay, M.J. Examining the formation of human capital in entrepreneurship: A meta-analysis of entrepreneurship education outcomes. Journal of Business Venturing 2013; 28: 211–224 in Bae, Tae Jun, et al. The relationship between entrepreneurship education and entrepreneurial intentions: A meta-analytic review. Entrepreneurship Theory and Practice 2014; 38.2: 217-254.

McIntyre, J.R. and Roche, M. (1999): University education for entrepreneurs in the United States: a critical and retrospective analysis of trends in the 1990s, Center for International Business Education and Research 1999-2000 Working Paper Series, num. 99/00-021, Georgia Institute of Technology, Atlanta.

OECD (2014): Entrepreneurship at a Glance, available at: <http://www.oecd.org/std/business-stats/entrepreneurship-at-a-glance-22266941.htm>

Piperopoulos, P., and Dimov, D. Burst bubbles or build steam? Entrepreneurship education, entrepreneurial self-efficacy, and entrepreneurial intentions. Journal of Small Business Management 2015; 53.4: 970-985.

Salido, E., Sabás, M. and Freixas, P. (2014): The Accelerator and Incubator Ecosystem in Europe, Telefonica.

Smith, K, et al. Enterprise skills and training needs of postgraduate research students. Education+ Training 2014; 56.8/9: 745-763

Startup Europe Partnership (2014): Startup Europe Partnership Mapping the European "ICT Scaleups", available at <http://startupeuropepartnership.eu/>

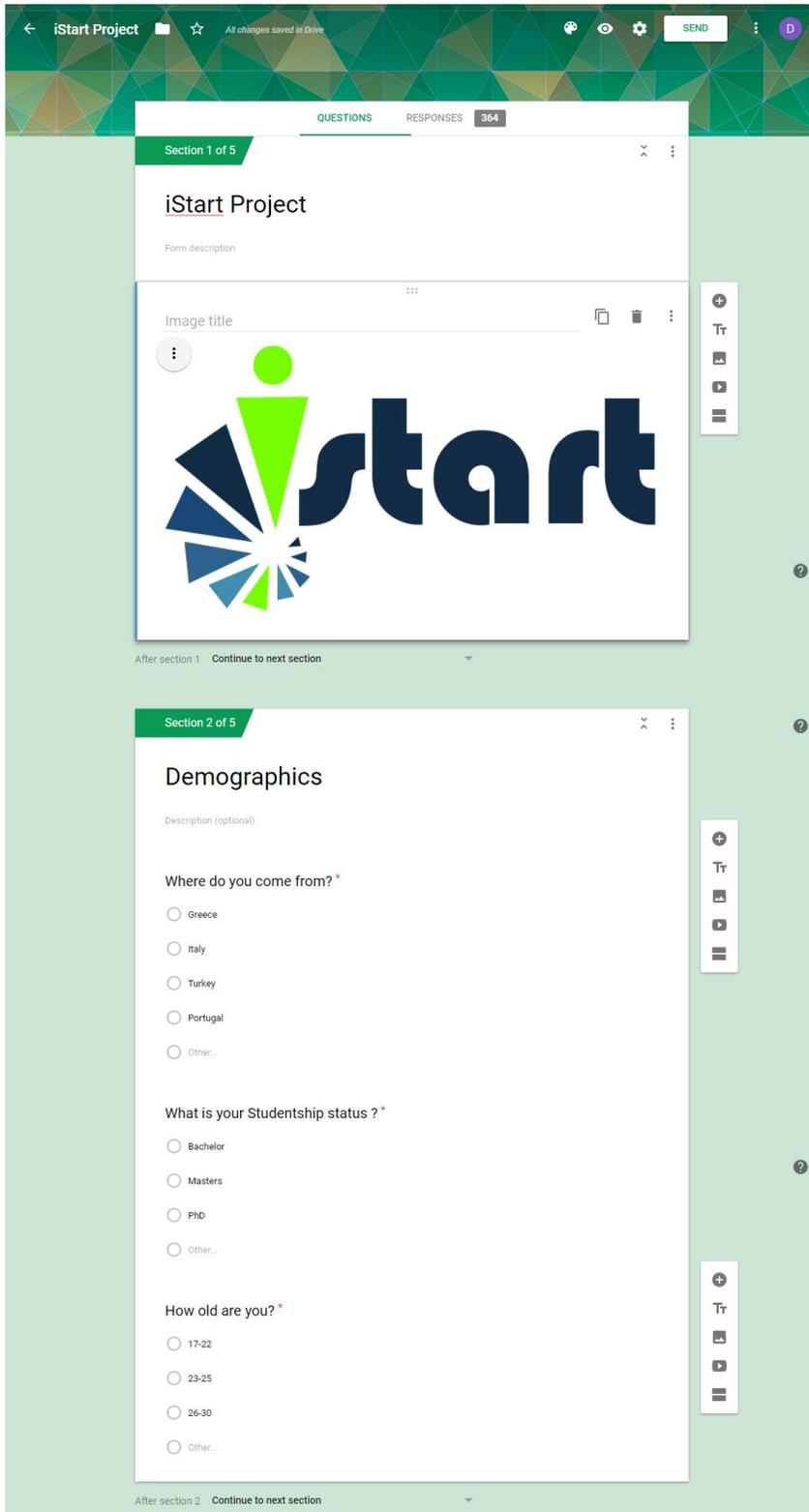
Telefonica (2012): Startup Ecosystem Report, available at <http://blog.digital.telefonica.com/?press-release=startup-ecosystem-report-2012>

Torrance Wendy E.F. (2013): Entrepreneurial Campuses: Action, Impact, and Lessons Learned from the Kauffman Campus Initiative, Ewing Marion Kauffman Foundation.

Wilson, K. (2008): Chapter 5 – Entrepreneurship Education in Europe. In: Entrepreneurship and Higher Education. Ed: Potter, J. Paris: OECD Publications

World Economic Forum (2014): Enhancing Europe's Competitiveness Fostering Innovation-driven Entrepreneurship in Europe.

Annex I: Online questionnaire



The screenshot displays a Google Forms interface for an online questionnaire. The top navigation bar includes a back arrow, the title 'iStart Project', a star icon, a status message 'All changes saved in Drive', a share icon, an eye icon, a settings gear, a 'SEND' button, and a user profile icon 'D'. Below the navigation bar, the form is divided into two sections:

Section 1 of 5

iStart Project

Form description

Image title



After section 1 Continue to next section

Section 2 of 5

Demographics

Description (optional)

Where do you come from? *

- Greece
- Italy
- Turkey
- Portugal
- Other...

What is your Studentship status? *

- Bachelor
- Masters
- PhD
- Other...

How old are you? *

- 17-22
- 23-25
- 26-30
- Other...

After section 2 Continue to next section

Section 3 of 5
✕ ⋮

Managerial Skills

Description (optional)

Taking the managerial skills listed below, and on a scale of 1-3, how would you rate each one as: a) being significant to entrepreneurship, b) being personally familiar with?

Description (optional)

Opportunity recognition

Description (optional)

a) Significance to entrepreneurship: *

	1	2	3	
Irrelevant	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Necessary

b) Personally familiar: *

	1	2	3	
No/Low Familiarity	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Advanced Familiarity

Problem solving

Description (optional)

a) Significance to entrepreneurship: *

	1	2	3	
Irrelevant	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Necessary

b) Personally familiar: *

	1	2	3	
No/Low Familiarity	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Advanced Familiarity

Business planning

Description (optional)

a) Significance to entrepreneurship: *

	1	2	3	
Irrelevant	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Necessary

b) Personally familiar: *

	1	2	3	
No/Low Familiarity	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Advanced Familiarity

Marketing

Description (optional)

a) Significance to entrepreneurship: *

	1	2	3	
--	---	---	---	--

irrelevant
1
2
3
necessary

b) Personally familiar: *

	1	2	3	
No/Low Familiarity	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Advanced Familiarity

Financial Projections

Description (optional)

a) Significance to entrepreneurship: *

	1	2	3	
Irrelevant	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Necessary

b) Personally familiar: *

	1	2	3	
No/Low Familiarity	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Advanced Familiarity

Pitching

Description (optional)

a) Significance to entrepreneurship: *

	1	2	3	
Irrelevant	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Necessary

b) Personally familiar: *

	1	2	3	
No/Low Familiarity	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Advanced Familiarity

After section 3 [Continue to next section](#)

+
Tr
+
+
+

+
Tr
+
+
+

+
Tr

Section 4 of 5
✕
⋮

Communication and Relational Skills

Description (optional)

Taking the managerial skills listed below, and on a scale of 1-3, how would you rate each one as: a) being significant to entrepreneurship, b) being personally familiar with?

Description (optional)

Communication/presentation techniques

Description (optional)

a) Significance to entrepreneurship: *

	1	2	3	
Irrelevant	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Necessary

b) Personally familiar: *

	1	2	3	
No/Low Familiarity	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Advanced Familiarity

Team building and team working

Description (optional)

a) Significance to entrepreneurship: *

	1	2	3	
Irrelevant	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Necessary

b) Personally familiar: *

	1	2	3	
No/Low Familiarity	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Advanced Familiarity

Networking techniques

Description (optional)

a) Significance to entrepreneurship: *

	1	2	3	
Irrelevant	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Necessary

b) Personally familiar: *

	1	2	3	
No/Low Familiarity	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Advanced Familiarity

Collaboration and empathy

Description (optional)

a) Significance to entrepreneurship: *

	1	2	3	
Irrelevant	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Necessary

b) Personally familiar: *

	1	2	3	
No/Low Familiarity	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Advanced Familiarity

After section 4
Continue to next section

Section 5 of 5

Personal Skills

Description (optional)

Taking the managerial skills listed below, and on a scale of 1-3, how would you rate each one as: a) being significant to entrepreneurship, b) being personally familiar with?

Description (optional)

Creative thinking

Description (optional)

a) Significance to entrepreneurship: *

	1	2	3	
Irrelevant	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Necessary

b) Personally familiar: *

	1	2	3	
No/Low Familiarity	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Advanced Familiarity

Idea generation

Description (optional)

a) Significance to entrepreneurship: *

	1	2	3	
Irrelevant	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Necessary

b) Personally familiar: *

	1	2	3	
No/Low Familiarity	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Advanced Familiarity

Flexibility

Description (optional)

a) Significance to entrepreneurship: *

	1	2	3	
Irrelevant	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Necessary

b) Personally familiar: *

	1	2	3	
No/Low Familiarity	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Advanced Familiarity

Stress-Management and Resilience

Description (optional)

a) Significance to entrepreneurship: *

	1	2	3	
Irrelevant	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Necessary

b) Personally familiar: *

	1	2	3	
No/Low Familiarity	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Advanced Familiarity

Annex II: Global entrepreneurship training initiatives

The LaunchHub

launchhub.com/



Country	Bulgaria
Stakeholders involved (e.g. industry/private incubator, university/research institute, local/national government/EU public funding, societal organizations/NGOs, other)	LAUNCHHub is a private incubator operating under the Entrepreneurship Acceleration and Seed financial instrument of the JEREMIE initiative of the EIF and EC
Geographic region of activity	South-East Europe, Europe.
Type of support service (e.g. Training, infrastructure, management consulting, business expertise, IT support, legal advice, etc)	<p>Ongoing coaching and guidance, skills and expertise development, networking, peer-support, etc.</p> <p>The LAUNCHHub team works with founders to provide assistance in many ways, other than the investments granted. They offer startup access to a network, consisting of experts, tech vendors, successful entrepreneurs and investors. They advise and elaborate together business and product development strategies.</p> <p>Their application run is aimed at companies targeting seed financing - up to 200 K Euro. Together with co-investors they have participated in seed rounds of up to 400 K Euro. They are targeting companies and startup teams with a completed product and with some initial traction.</p>
Business sector(s) focus of service	Mainly ICT, consumer internet, e-commerce, mobile, digital media, cloud infrastructure, enterprise software.
Brief description of useful facts (e.g. achievements in numbers, training processes, success stories, etc.)	<p>Since 2012, LAUNCHHub has invested and committed 8 million Euros in 63 startups from 10 countries in the SEE region, including Bulgaria, Romania, Macedonia, Croatia, Greece, Slovenia, Ukraine, Austria and Switzerland.</p> <p>LAUNCHHub has welcomed over 200 founders in their portfolio family and for less than three years they have managed to attract over 11 million Euro of additional funding for their companies, seeing through a couple of next rounds, including two Series A and a few joint rounds with participation from angels and other seed investors.</p>



Country	Bulgaria
Stakeholders involved (e.g. industry/private incubator, university/research institute, local/national government/EU public funding, societal organizations/NGOs, other)	Eleven is a private incubator financed by the Joint European Resources for Micro to Medium Enterprises (JEREMIE) Initiative through the Operational Programme "Development of the competitiveness of the Bulgarian economy" 2007-2013, co-financed by the European Regional Development Fund and the Bulgarian state budget.
Geographic region of activity	South-East Europe, Europe.
Type of support service (e.g. training, funding, infrastructure, management consulting, business expertise, IT support, legal advice, etc)	<p>Startups find their first home at the Roof, Eleven’s headquarters in Sofia, along with a wide range of support tools and infrastructure provided by our growing list of partners including Telerik, Microsoft, Amazon, IBM and Google.</p> <p>Eleven is a member of GAN and it is quickly building strong connections to startup hubs across Europe and North America. Eleven develops startup teams and ideas into winning businesses – making startup escape velocity possible and become truly global. Eleven welcomes close to 50 startups into their accelerator program annually, providing hands-on support and mentorship, collaborative office space, and critical seed funding. They fund potent ideas by providing up to EUR 200k in incremental rounds starting initially with EUR 25-50k.</p> <p>They are a member of the GAN, an invite-only community of the world’s most respected organizations that provide startups with the best resources to create and grow their businesses, wherever they are. Startups accepted into a GAN accelerator have access to a variety of exclusive perks including over \$1M worth of free services, introductions to a network of investors and access to soft landing spaces worldwide.</p> <p>Also, Eleven offers a wide range of support tools and infrastructure offered by a growing list of corporate partners including Telerik, Microsoft, Amazon, Softlayer and others.</p> <p>Eleven’s mentors are key to the overall success of the accelerator and</p>

	include entrepreneurs, industry experts (technology, finance, marketing & PR, sales, etc.), angels, and venture capital professionals.
Business sector(s) focus of service	Mainly ICT, consumer internet, e-commerce, mobile, digital media, cloud infrastructure, enterprise software.
Brief description of useful facts (e.g. achievements in numbers, training processes, success stories, etc.)	<p>The incubation/acceleration process is as follows:</p> <p>During the first 3 months the team goes through a very intensive process of shaping and building the idea, supported by Eleven and the mentors. All the teams get together and collaborate under one roof. The acceleration phase culminates in a Demo-Day in Sofia.</p> <p>During the next year the focus lies on improving the product or service. Trips to London, Berlin and Silicon Valley are organized each year, where the teams pitch to Investors and can meet some potential clients and partners.</p> <p>During the seed stage, startups commercialize the product or service, with emphasis on hitting the global market. Eleven could provide the top teams with follow-on seed investment of up to 200,000 in aggregate, often alongside other investors. The equity taken by Eleven starts from 6-8%, but in any case the total (acceleration and seed) stake is not expected to exceed 25%.</p>

Business Incubator Novi Sad

www.businessincubatorNS.com



Country	Serbia
Stakeholders involved (e.g. industry/private incubator, university/research institute, local/national government/EU public funding, societal organizations/NGOs, other)	Business Incubator Novi Sad was founded in 2010 by the City of Novi Sad, VIP's, Faculty of Technical Sciences in Novi Sad and JKP Informatika to support primarily young entrepreneurs. The main goal of this institution is to provide business help to young entrepreneurs with good ideas. Most of the companies in Business incubator are from ICT cluster of Vojvodina.
Geographic region of activity	Serbia
Type of support service (e.g. Training, infrastructure, management consulting, business expertise, IT support, legal advice, etc)	Coaching and guidance, skills and expertise development, networking, fund-raising support, etc.
Business sector(s) focus of service	Information technology and creative industries
Brief description of useful facts (e.g. achievements in numbers, training processes, success stories, etc.)	<p>Apart from the office, conference and common rooms, start-up companies have at their disposal consultants to guide them through the process of creating a new product, and, offering them knowledge and advice in the area of marketing (market analysis, market research, market ventures, development of a distribution chain, communication), sales and finances.</p> <p>The incubator consists of ~ 800m2 of space consisting of 25 offices, 1 conference room, and 2 meeting rooms, 2 kitchens. Other ancillary facilities include space for recreation (table soccer) and leisure (flower garden)</p>

The Business Technology Incubator of Technical Faculties Belgrade

<http://www.bitf.rs/cms/item/about/en.html>



Country	Serbia
Stakeholders involved (e.g. industry/private incubator, university/research institute, local/national government/EU public funding, societal organizations/NGOs, other)	<p>The Business Technology Incubator of Technical Faculties Belgrade L.L.C. has been established as a partnership between the four technical faculties of the University of Belgrade (Civil Engineering, Mechanical, Electrical and Technological/Metallurgical), the Municipality of Palilula and the Democratic Transition Initiative, and the establishment has also received support from the Organization for Security and Cooperation in Europe (OSCE).</p> <p>Establishment of Incubator based on international experiences and best practices has the following goals:</p> <ul style="list-style-type: none"> -To encourage and support young and educated people in starting up their own business and to keep them in Serbia, -To create the conditions for commercialization of the results obtained through science and research activities of university professors and their associates, by spinning of private enterprises, -To facilitate the creation of new Hi-Tech SMEs.
Geographic region of activity	Serbia
Type of support service (e.g. Training, infrastructure, management consulting, business expertise, IT support, legal advice, etc)	<p>The aim of the Incubators is to give support in the early stages of business development in the form of subsidized overhead (office and research space and technological and telecommunication infrastructure), administrative assistance (legal, accounting, etc.), as well as business counseling (planning, management, marketing, etc.).</p> <p>The Incubator has been given its own space in the Campus of Technical Faculties Belgrade, Ruzveltova 1A.</p> <p>Business Technology Incubator of Technical Faculties Belgrade provides education to students and young people who wish to start own business, through training programs in entrepreneurship and specialized trainings, permanent consulting and mentoring program.</p>

	We provide small hi-tech start-ups with office space in our facilities, financial, legal, accounting services and permanent education, consulting and mentoring program. Services in market research and intellectual property rights are in development.
Business sector(s) focus of service	ICT, engineering.
Brief description of useful facts (e.g. achievements in numbers, training processes, success stories, etc.)	<p>The incubation process is as follows:</p> <ul style="list-style-type: none"> -Pre-incubation phase Preparation of the final grade students and young graduates of technical faculties to start their own business through education and training programs, permanent consulting and mentoring activities. Development of innovations through final stages of research processes in development and commercialization of new products, services, technologies and prototypes in the process of transferring knowledge and technologies from the faculties to the practice. - Incubation phase Support to innovative start-up businesses/BITF tenants in overcoming the difficulties faced at the beginning of operation, and developing a successful business through economic, legal, accounting and other services provided by BITF, including education, consulting and mentoring services.

Aaltoes Summer of Startups Accelerator Program

<http://summerofstartups.com/>



Country	Finland
Stakeholders involved (e.g. industry/private incubator, university/research institute, local/national government/EU public funding, societal organizations/NGOs, other)	Aaltoes is a non-profit organization run by students, based in Helsinki, Finland. Founded in 2009, Aaltoes has become synonymous to the rapid emergence of startup culture in Finland.
Geographic region of activity	Finland.
Type of support service (e.g. Training, infrastructure, management consulting, business expertise, IT support, legal advice, etc)	<p>Summer of Startups is a 9-week-long program that enables up to 15 teams to get started with their own businesses. Each team gets a funding of up to 5000€ depending on its size so they could fully focus on the program without worrying about the rent. Teams get a free place to work, professional tailored coaching and the support of the startup community.</p> <p>FACILITIES The programme provides facilities to work in Startup Sauna, Espoo, Finland.</p> <p>COACHING It also provides tailored coaching and mentoring for the teams to develop the business idea and transform into a profitable business.</p> <p>GRANT Depending on the size of the team, the programme provides up to 5000€.</p>
Business sector(s) focus of service	Mainly ICT, consumer internet, e-commerce, mobile, digital media, cloud infrastructure, enterprise software.
Brief description of useful facts (e.g. achievements in numbers, training processes, success stories, etc.)	<p>Aalto University pays salaries for two program organizers for 4 months — these people must be students and Aalto entrepreneurship society members.</p> <p>The organizers have full responsibility of the program, meaning that they</p>

	<p>have to raise money from companies and associations during the 4 months. The raised money is then given to the startups as grants.</p> <p>The program is run every year, usually with 10-15 teams on average. It is concentrated on idea-stage startups. Catchbox, 720°, and LeeLuu are some examples of companies that have been turned from ideas into startups with the help of the Summer of Startups program. Thus far, they have given grants totaling around €400,000</p>
--	---

Startup Sauna

<http://startupsauna.com/accelerator>



Country	Finland
Stakeholders involved (e.g. industry/private incubator, university/research institute, local/national government/EU public funding, societal organizations/NGOs, other)	Startup Sauna is a non-profit organisation and has over 80 serial entrepreneurs, investors and other industry experts as pro-bono coaches.
Geographic region of activity	The Nordics, Baltics, Eastern Europe and Russia
Type of support service (e.g. Training, infrastructure, management consulting, business expertise, IT support, legal advice, etc)	<p>Startup Sauna program and events are totally free. It does not invest any money in the startups. Teams can select from a grant of 1000€ or free accommodation during the program.</p> <p>The program is organised twice a year and focuses on business development. This includes (but is not limited to) finding a scalable business model, understanding the target market and customers' needs, pitching, and putting together an investor deck.</p> <p>The best teams of each batch are brought to Silicon Valley after the accelerator program to get understanding of the US market. There they meet with investors, the media, customers, and potential partners. Once accepted to Startup Sauna, a company also gets access to Slush, the</p>

	leading startup event in Europe.
Business sector(s) focus of service	Mainly ICT, consumer internet, e-commerce, mobile, digital media, cloud infrastructure, enterprise software.
Brief description of useful facts (e.g. achievements in numbers, training processes, success stories, etc.)	13 batches 194 startups 4500+ applications \$100M raised capital

Boost Turku
<http://boostturku.com/>

Boost

Country	Finland
Stakeholders involved (e.g. industry/private incubator, university/research institute, local/national government/EU public funding, societal organizations/NGOs, other)	Boost Turku is a student-based network for young entrepreneurs and entrepreneur-minded people sharing knowledge among the universities of Turku.
Geographic region of activity	Turku, Finland
Type of support service (e.g. Training, infrastructure, management consulting, business expertise, IT support, legal advice, etc)	<p>Boost Turku strives to be an ‘easy-access’ open society for any kind of academic entrepreneurial matter. The underlying reasons for being involved in the society vary in large scale. It can be anything from just being interested in entrepreneurship as a concept to aiming to establish a global business changing the world. The core idea of Boost Turku is to match active people and create motion both within and outside of the society.</p> <p>The network offers the following services.</p> <p>Coaching Boost connects serial entrepreneurs and other experienced experts to students and young entrepreneurs to help take them to another level. Coaches can do one-on-one coaching, do workshops or keynotes or tailor something to suit particular expertise.</p>

	<p>Workshops With our coaches Boost organizes workshops on variety of topics such as sales, marketing, prototyping, programming, pitching, etc. In Boost’s workshops there is a hands-on guidance.</p> <p>Keynotes In Boost’s keynote events speakers share what they know and what they have experienced.</p> <p>Hackathons Weekend-long hackathons and jams are an opportunity for young entrepreneurs to learn new techniques and technologies, team up with new people and create ideas, business concepts or products and services. Hackathons and jams usually revolve around a topic or a theme but offer a lot of blank canvas to explore.</p>
Business sector(s) focus of service	Mainly ICT, consumer internet, e-commerce, mobile, digital media, cloud infrastructure, enterprise software.
Brief description of useful facts (e.g. achievements in numbers, training processes, success stories, etc.)	<p>The core idea of Boost Turku is to match active people and create motion towards building new scalable startup companies both within and outside of the society.</p> <p>Boost Turku Entrepreneurship Society want to support universities in Turku area in their existing cross-faculty efforts by organizing different kind of activities, which can take theories into action.</p>

NewCo Helsinki

<http://www.newcohelsinki.fi/>



Country	Finland
Stakeholders involved (e.g. industry/private incubator, university/research institute, local/national government/EU public funding, societal organizations/NGOs, other)	<p>NewCo Helsinki service entity was established by the City of Helsinki in 2014. The City of Helsinki and Helsinki Enterprise Agency have worked in close cooperation since 1992. Cooperation has made it possible to develop and improve the services offered to potential entrepreneurs. These services include extensive partner network and different digital tools. NewCo Helsinki is marketing and brand name for the service entity, but the operators are the City of Helsinki and Helsinki Enterprise</p>

	Agency.
Geographic region of activity	Helsinki, Finland
Type of support service (e.g. Training, infrastructure, management consulting, business expertise, IT support, legal advice, etc)	The mission of Helsinki Enterprise Agency is to offer support and services to entrepreneurs. Specialised advisors and partners offer services and consultation to entrepreneurs in all stages of the process. The agency provides valuable services for entrepreneurs at all stages of development from the moment an idea about a new service or product arises to the point when the entrepreneurs company is expanding rapidly abroad.
Business sector(s) focus of service	High-tech, generic ICT
Brief description of useful facts (e.g. achievements in numbers, training processes, success stories, etc.)	<ul style="list-style-type: none"> - 20.000 new established companies - 80% of the companies exist after 5 years - 4000 customers - 1000 new companies annually



Country	Finland
Stakeholders involved (e.g. industry/private incubator, university/research institute, local/national government/EU public funding, societal organizations/NGOs, other)	<p>The Finnish Ministry of Employment and Economy launched the Vigo Programme in 2009. PROFict Partners Oy manages the execution of the program.</p> <p>Partners:</p> <ul style="list-style-type: none"> - Ministry for Employment and Economy - Tekes - Finnish Funding Agency for Technology and Innovation - Finnvera is a specialised financing company owned by the State of Finland. - PROFict Partners is a professional service company that helps technology companies grow and go international.
Geographic region of activity	Finland
Type of support service (e.g.	Vigo is an acceleration program designed to complement the

<p>Training, infrastructure, management consulting, business expertise, IT support, legal advice, etc)</p>	<p>internationally acclaimed Finnish innovation ecosystem. The programme bridges the gap between early stage technology firms and international venture funding.</p> <p>The backbone of the programme is formed by the Vigo Accelerators, carefully selected independent companies run by internationally proven entrepreneurs and executives. These Accelerators help the best and the brightest start-ups to grow faster, smarter, and safer into the global market. The Accelerators are not consultants -- they are co-entrepreneurs who invest in the companies they work with to guarantee common goals and passionate development effort.</p> <p>The following services are provided:</p> <ul style="list-style-type: none"> - Funding Selected startups can receive seed funding from one of our Accelerators, who also play a key role in attracting growth funding from other sources. - Expertise and Experience Vigo Accelerators' key personnel are highly experienced business leaders with a proven track record in serial entrepreneurship. - Networking and Connections The Accelerators and other program participants maintain broad networks offering a wide range of contacts that can significantly speed up the growth of selected companies - Risk Sharing and Credibility During an intensive acceleration period the Accelerators actively participate in business development and carry part of the business and financial risk to improve the quality and the credibility of the companies.
<p>Business sector(s) focus of service</p>	<p>Energy, general high-tech and ICT</p>
<p>Brief description of useful facts (e.g. achievements in numbers, training processes, success stories, etc.)</p>	<p>More than:</p> <ul style="list-style-type: none"> - 8 successful exists - 30 collaborating VCs - 400M € in funding - 150 companies -

StartUp Brasil

<http://startupbrasil.org.br/>



Country	Brazil
Stakeholders involved (e.g. industry/private incubator, university/research institute, local/national government/EU public funding, societal organizations/NGOs, other)	Start-Up Brasil is a National Startup Acceleration Program. It is an initiative of the Brazilian Federal Government, created by the Ministry of Science, Technology and Innovation, managed by Softex private company and partnering with private accelerators, to support new technology-based companies.
Geographic region of activity	Brazil
Type of support service (e.g. Training, infrastructure, management consulting, business expertise, IT support, legal advice, etc)	<p>Over a period of up to 2 months, the startups have access to as much as R\$200K in funding. They also participate in a series of events and activities promoted by the program do train entrepreneurs and introduce them to clients and investors from the International Hub in the Silicon Valley, USA.</p> <p>Furthermore, the startups receive financial investments and have access to such services as infrastructure, mentoring and training in exchange for a percent of stock partnership. Alongside the accelerators, the companies are also accompanied by managers within of the program.</p>
Business sector(s) focus of service	Agri/food tech, general ICT
Brief description of useful facts (e.g. achievements in numbers, training processes, success stories, etc.)	<p>The program happens through year-long procurement rounds. In every batch there are two public calls for entries: one to evaluate and train accelerators and another to select startups with rounds every semester.</p> <p>PHASE ONE – ACCREDITATION OF ACCELERATORS In this phase, accelerators are evaluated, according to a specific edict, to be partners in the program and be responsible for the process of accelerating startups.</p> <p>PHASE TWO – STARTUP SELECTION After training the accelerators, national and international startups are selected to be supported by the program (as much as 25% are approved). This phase happens twice a year, once for each semester.</p>

	<p>An important aspect of the programme is the connection with the world's most successful model: the Silicon Valley, in US. The programme established an office in San Francisco. This space is a facilitator for Brazilian startups to connect with potential clients, partners, mentors and investors in the region, besides providing support in the internationalization process of the companies.</p> <p>Beyond the Start-Up Brasil space in San Francisco, Apex-Brasil, in partnership with MCTI, promote other activities, among which:</p> <ul style="list-style-type: none"> - Demo days – events in which startups present themselves to investors and opinion leaders; - Matchmaking projects – actions for investors and selected startups to go through a process of knowing each other, according to each one's profiles and interests; - Road shows – scheduled visits in different places in Brazil and abroad, depending on the focus of startups in the program, which allows the startups to present themselves and enjoy more access to investors.
--	--

Samurai Incubate

<http://www.samurai-incubate.asia>

**Samurai
Incubate
Inc.**

Country	Japan
Stakeholders involved (e.g. industry/private incubator, university/research institute, local/national government/EU public funding, societal organizations/NGOs, other)	Samurai Incubate is a privately-owned incubation service provider with its own fund, co-working space and a large community of partners.
Geographic region of activity	Japan
Type of support service (e.g. Training, infrastructure, management consulting, business expertise, IT support, legal advice, etc)	Samurai Incubate organizes startup meetups and training activities, discussions, forums, while also providing selected incubates with capital and a co-working space.
Business sector(s) focus of	Generic ICT

service	
Brief description of useful facts (e.g. achievements in numbers, training processes, success stories, etc.)	Samurai Incubate has organised more than 200 events, supports more than 100 companies with 800 employees, has incubated more than 60 startups, and, has a large network of partners in more than 10 cities in Japan.

KDDI ∞ Labo

<http://www.kddi.com/english/ventures/mugenlabo/>



Country	Japan
Stakeholders involved (e.g. industry/private incubator, university/research institute, local/national government/EU public funding, societal organizations/NGOs, other)	KDDI ∞ Labo is six-month business acceleration program for seed and early stage startups. It is supported by a privately-owned Fund (KDDI Open Innovation fund).
Geographic region of activity	Japan
Type of support service (e.g. Training, infrastructure, management consulting, business expertise, IT support, legal advice, etc)	KDDI ∞ Labo provides services which include: <ul style="list-style-type: none"> - Creative working space - Networking with experienced advisers and mentors in every two weeks - Professional experts of Legal/Accounting - Hands-on support - Internal surveys - Pre-trial - Business Matching - Demo Day
Business sector(s) focus of service	Generic ICT
Brief description of useful facts (e.g. achievements in numbers, training processes, success stories, etc.)	The incubator has 54 startups and a large network of global partners.

Start-Up Chile

<http://bluecompanywp.brazilsouth.cloudapp.azure.com/>



Country	Chile
Stakeholders involved (e.g. industry/private incubator, university/research institute, local/national government/EU public funding, societal organizations/NGOs, other)	The Start-up Chile program, created by the Chilean government, seeks to attract early-stage high-potential entrepreneurs to bootstrap their startups using Chile as a platform to go global. So far 15 cohorts have been through one of their 6 month programs, with a total of between 200-250 companies joining the portfolio every year.
Geographic region of activity	Chile
Type of support service (e.g. Training, infrastructure, management consulting, business expertise, IT support, legal advice, etc)	<p>1. The S Factory: Pre-accelerator program focused on Female Founders, for startups at the early concept stage. There are 2 rounds a year of 20-30 companies each round. Selected companies get around 14,000 equity free (10 million CLP) and are part of a 3 months accelerator.</p> <p>2. Seed: Accelerator program for startups with a functional product (MVP) and early validation. There are two rounds a year of 80-100 companies each round. Selected companies get around 29,000 (20 million CLP) equity free and are part of a 6 months accelerator.</p> <p>3. Scale: Follow on fund for top performing startups that are incorporated in Chile, have traction and are looking to scale in LATAM and globally. There are 2 rounds a year of 20-30 companies per round. Selected companies get 86,000 (60 million CLP) equity free, with that condition that they incorporate and open operations in Chile.</p>
Business sector(s) focus of service	Generic ICT
Brief description of useful facts (e.g. achievements in numbers, training processes, success stories, etc.)	<ul style="list-style-type: none"> - Start-Up Chile has helped over 3,000 entrepreneurs. - 1,100 startups have gone through the program since its inception in 2010. - Globally over 30% have raised capital. Up to July 2015, the startups had raised 135 million USD as reported by them (4.39 times the investment of the Government since the beginning of Start-Up Chile). - Annual Sales: 20% of the startups generate sales reaching a total of \$41.5million/year - 3.46 X times the investment made by the Chilean government. - Out of 1,100 startups in Latin America, there are 334 operating in Chile

	<p>now (32%). Of the total foreign startups, 10.3% remain in the country.</p> <ul style="list-style-type: none"> - Out of the 334 startups, 79% are still operating, 1% were sold and 20% died. - The total value of the startups created by the program is 425 million USD, with the top 5 valuations ranging from \$75 million to \$100 million
--	---



Country	Singapore
Stakeholders involved (e.g. industry/private incubator, university/research institute, local/national government/EU public funding, societal organizations/NGOs, other)	<p>SPRING Singapore is an agency under the Ministry of Trade and Industry responsible for helping Singapore enterprises grow and building trust in Singapore products and services. The programme is a collaboration between the government and private partners to help enterprises in financing, capability and management development, technology and innovation, and access to markets.</p>
Geographic region of activity	Singapore
Type of support service (e.g. Training, infrastructure, management consulting, business expertise, IT support, legal advice, etc)	<p>- Equity Investment</p> <p>SPRING SEEDS Capital, SPRING’s investment arm, co-invests in innovative start-ups with third-party investors and participating business angel investors, and accelerators.</p> <p>Start-ups that obtain investment interest and commitment from any of the business angel investors can apply for matching investment from SPRING SEEDS Capital, SPRING’s investment arm. SPRING may match the investment dollar-for-dollar for up to a maximum of S\$2 million. Both SPRING SEEDS Capital and the business angel investors will take equity stakes in the company in proportion to their investments.</p> <p>Sector Specific Accelerator Programme</p> <p>A total of \$70 million has been committed under the Sector Specific Accelerator (SSA) Programme to encourage the formation and growth of start-ups in medical technology. The five accelerators, Clearbridge BSA, Singapore Medtech Accelerator, Zicom MedTacc, Medtech Alliance and Venturecraft Group have been appointed to identify and co-invest with</p>

	SSC in high-potential medical technology start-ups. Besides co-investing, the accelerators take a hands-on approach to help the start-ups build up their management teams, meet regulatory requirements and connect with potential customers. SPRING SEEDS Capital, SPRING's investment arm, co-invests with the accelerators on a 1:1 basis.
Business sector(s) focus of service	Environment, Medical, ICT, Generic
Brief description of useful facts (e.g. achievements in numbers, training processes, success stories, etc.)	<p>SPRING Singapore has supported:</p> <ul style="list-style-type: none"> - more than 300 start-ups in 2015, up from 160 in 2014. - co-invested more than \$10 million in 17 early-stage companies, catalysing S\$36 million of private investments in 2015 - 20 Incubators

Startup reactor

<http://www.startupreactor.tech>



Country	Singapore
Stakeholders involved (e.g. industry/private incubator, university/research institute, local/national government/EU public funding, societal organizations/NGOs, other)	The StartupReactor Bootcamp (SRBC) is an intensive 2-week program perfect for people wishing to dip their toes into the startup world. It's a private company collaborating with academics, business advisors and investors. It mainly targets pre-University and University students.
Geographic region of activity	Singapore
Type of support service (e.g. Training, infrastructure, management consulting, business expertise, IT support, legal advice, etc)	<p>The programme provides a is a full-blown 30-week immersive training schedule:</p> <ul style="list-style-type: none"> - 5 weeks of intensive "full-stack" lessons with all-out sprints working on real-world startup issues. - a 12-week internship at a top startup. - 1 week of intensive "enhanced" lessons to further develop your startup skills. - another 12-week internship at a top startup
Business sector(s) focus of service	Generic ICT

Brief description of useful facts (e.g. achievements in numbers, training processes, success stories, etc.)	The StartupReactor assembled an integrated ecosystem of startup advisors, VCs who offer perspectives from the money-side and actual startup practitioners.
--	--

Plug and Play Tech Center
<http://plugandplaytechcenter.com/>



Country	USA
Stakeholders involved (e.g. industry/private incubator, university/research institute, local/national government/EU public funding, societal organizations/NGOs, other)	Plug and Play is a global innovation platform that operates as an accelerator, an investor, a place for corporate innovation, as well as a co-working space. It provides vertical-specific accelerator programs through which seed investments are made, it has a stage-agnostic fund for early stage companies, and a large list of qualified mentors, angels, and VCs that combine at the events they run every week.
Geographic region of activity	International (including US, Mexico, Brazil, Germany, Spain, China, Singapore)
Type of support service (e.g. Training, infrastructure, management consulting, business expertise, IT support, legal advice, etc)	Every year, it reviews 4,000 startups, invests in over 100, and runs industry-specific accelerator programs. It provides investments alongside 180 leading Silicon Valley VC partners, and helps 300 corporate partners to license, pilot, and co-invest. Its innovation platforms run 12-week programs hosted in Silicon Valley. 25-30 startups in each vertical will work on developing technologies that define their sector. From wearables to point-of-sales tools, the startups accepted into the platforms are collectively selected by Plug and Play, its corporate partners, and industry experts. Plug and play also organizes more than 365 networking events per year, it provides office space on demand, and makes corporate introductions.
Business sector(s) focus of service	Developing technologies in various sectors including: Internet of things, Fintech & Security, Media & Mobile, Brand & Retail, Health & Wellness, Travel & Hospitality, New Materials & Packaging, Mobility, Insurance, and Food & Beverage

Brief description of useful facts (e.g. achievements in numbers, training processes, success stories, etc.)	<p>Over 2000 startups accelerated and 3.5 billion dollars have been raised since 2006, more than 35 startups are in its headquarters, and over 8000 startups are reviewed annually. Its partnership network includes over 300 corporate partners, over 180 venture capitalists, over 50 university partners and over 30 international partners. It also has 22 locations across the world with success stories that include PayPal, Dropbox, SoundHound, and Lending Club.</p>
--	--

Y Combinator

<https://www.ycombinator.com>



Country	USA
Stakeholders involved (e.g. industry/private incubator, university/research institute, local/national government/EU public funding, societal organizations/NGOs, other)	Y Combinator provides seed funding for startups. Startups arrive at YC at all different stages. Some haven't even started working yet, and others have been launched for a year or more. The overall goal of YC is to help startups really take off, whatever stage a startup is at when they arrive.
Geographic region of activity	USA
Type of support service (e.g. training, funding, infrastructure, management consulting, business expertise, IT support, legal advice, etc)	Y Combinator runs two three-month funding cycles a year, one from January through March, and one from June through August. They ask the founders of each startup they fund to move to the Bay Area for the duration of their cycle, during which they work intensively with them to get the company into the best shape possible. Each cycle culminates in an event called Demo Day, at which the startups present to an audience that now includes most of the world's top startup investors. After Demo Day what the startups usually have is a bunch of great contacts. If a startup plans to raise money after YC, these contacts are a great place to start. Their default advice is to do a breadth first search, weighted by expected value. They also raise several other events during each cycle such as Prototype Day, Rehearsal Day, Alumni Demo Day, and conferences with Y Combinator's alumni. The outer ring of support is Silicon Valley itself, and the value it adds is significant. Also, during each cycle they host a dinner once a week at Y Combinator and invite some eminent person from the startup world to speak.
Business sector(s) focus of	Hardware, Biotechnology, Educational Technology

service	
Brief description of useful facts (e.g. achievements in numbers, training processes, success stories, etc.)	YC has now funded 1,464 companies and 3,000 founders. In the first YC cycle in summer 2005 they had 8 startups. In summer 2016, they had 105. Also, they have grown the YC partnership at roughly the same rate so the ratio of startups-to-partners is the same as it was in 2005.

500 Startups

<http://500.co/>

500
startups

Country	USA
Stakeholders involved (e.g. industry/private incubator, university/research institute, local/national government/EU public funding, societal organizations/NGOs, other)	500 Startups is a global venture capital seed fund with a network of startup programs headquartered in Silicon Valley with over \$300M in committed capital across 4 main funds and 13 micro funds . It funds hundreds of companies all over the world from a large variety of sectors. It provides access to a network of over 1000 founders and 200 mentors, working space for four months, facilitates in building relationships and partnerships, and brings in a wide variety of experts.
Geographic region of activity	International
Type of support service (e.g. training, funding, infrastructure, management consulting, business expertise, IT support, legal advice, etc)	It offers two programs: The 500 Seed Program emphasizes internet marketing and customer acquisition, design and user experience, and lean startup practices and metrics in San Francisco, Mountain View, and Mexico City. The 500 Series A Program delivers growth marketing and investment for post-seed and pre-Series A companies and runs in multiple locations globally. In addition to investments, they help build viable startup ecosystems around the world and run educational programs, events and conferences, and partnerships globally.
Business sector(s) focus of service	All sectors, more interested in Consumer Commerce, Family Tech & Education, SMB Productivity, Food Tech & Digital Healthcare, IOT/Drones/Hardware, Online Video, Payments & Financial Services, International/Emerging Markets, Payments & Financial Services
Brief description of useful facts (e.g. achievements in numbers, training processes, success stories, etc.)	It has invested in 1,600 technology startups all over the world since 2010 including: Twilio (NYSE: TWLO), Credit Karma, Grab, Udemy, Ipsy, TalkDesk, Intercom, MakerBot (acq'd by SSYS), Wildfire (acq'd by GOOG), and Viki (acq'd by Rakuten). Its team of 150 people based

	in 20 countries manage seed investments across 60 countries and speak over 25 languages . It has been recently awarded a Platinum Tier as one of the best accelerators in the US by the Seed Accelerators Ranking Program (2016)
--	---

AngelPad

<https://angelpad.org>

AngelPad

Country	USA
Stakeholders involved (e.g. industry/private incubator, university/research institute, local/national government/EU public funding, societal organizations/NGOs, other)	AngelPad is a seed-stage accelerator program based in NYC and San Francisco. AngelPad provides mentorship, seed money, and networking at two 10-week courses per year.
Geographic region of activity	USA
Type of support service (e.g. training, funding, infrastructure, management consulting, business expertise, IT support, legal advice, etc)	The program consists of ten weeks of mentorship, brainstorming, fundraising, and pragmatic advice, concluding with a "Demo Day" in which companies present their value propositions and ideas to hundreds of investors. Every 6 months they select about 12 teams from a huge pool of applicants (usually around 2000) to work with them. Each team receives \$60,000 in exchange for 6 to 7 percent of their company. (AngelPad uses capped convertible notes.) At the end of the program, a demo day is staged, and then AngelPad's founders Korte and Magescas spend the next six weeks or so working with the startups to secure seed funding. AngelPad tends to focus on enterprise companies, typically admitting just one or two consumer-facing startups into each of its "cohorts."
Business sector(s) focus of service	All sectors
Brief description of useful facts (e.g. achievements in numbers, training processes, success stories, etc.)	In the past 5 years they have launched more than 130 companies in 10 cohorts. In 2015 and again in 2016, MIT's Seed Accelerator Survey ranked AngelPad the No.1 U.S. Accelerator and Platinum Tier. In 2012, Forbes named AngelPad a TOP 5 Global Accelerator In aggregate AngelPad companies have raised over \$550M in venture funding. Mopub (AngelPad Fall 2010) is one of the largest exits for an

	Accelerator to date – Twitter acquired Mopub in September 2013 for \$350M, at TWTR’s IPO the value of the acquisition was over \$700m. AngelPad’s most successful companies include Postmate (valued at \$500m), Crittercism, Vungle, Coverhound, Kinnek – each valued at over \$100m.
--	--

Rocket Internet

<https://www.rocket-internet.com/>



Country	Germany
Stakeholders involved (e.g. industry/private incubator, university/research institute, local/national government/EU public funding, societal organizations/NGOs, other)	Rocket Internet builds and invests in Internet companies that take proven online business models to new, fast-growing markets. Its network of companies conducts business in a large number of countries around the globe.
Geographic region of activity	International
Type of support service (e.g. training, funding, infrastructure, management consulting, business expertise, IT support, legal advice, etc)	From day one, they provide companies with ownership, room for creativity and all the resources they need to achieve second-to-none results and showcase their work. Their mission is to become the world’s largest Internet platform outside of the US and China. Building winning companies with some of the best entrepreneurs worldwide. Operating in a large number of countries around the globe allows more than 36,000 people to share their expertise. Also, Rocket’s Fund is focused on generating strong returns for investors by investing in market-leading, high growth Internet related businesses. In addition to access to significant financial capital, RICP leverages Rocket Internet SE’s sector know-how, regional and operational expertise as well as its deep network, global reach and access to portfolio companies. The Fund provides funding over the lifecycle of high growth Internet businesses.
Business sector(s) focus of service	Industry sectors of online and mobile retail services: Food & Groceries, Fashion, General Merchandise, and Home & Living.
Brief description of useful facts (e.g. achievements in numbers, training processes, success stories, etc.)	The Rocket Internet Capital Partners fund has on January 2017 successfully held its final closing at USD 1.0 billion dedicated to early stage and growth equity investments in the global Internet sector. This makes it Europe’s largest fund focused on the Internet sector. Rocket

	Internet was awarded prize to future Digital Market Leaders at the 2016 Slush conference in Helsinki. Aggregate net revenue of selected companies grew by 30.6% to EUR 1.58 billion 9M 2016 versus 9M 2015 and aggregate adjusted EBITDA margin of selected companies improved from -34.4% in 9M 2015 to -17.5% in 9M 2016.
--	---

UnternehmerTUM

<https://www.unternehmertum.de/index.html>

unternehmertum
Center for Innovation and Business Creation at TUM

Country	Germany
Stakeholders involved (e.g. industry/private incubator, university/research institute, local/national government/EU public funding, societal organizations/NGOs, other)	Unternehmer TUM offers founders and startups a complete service from the initial idea to IPO. A team of experienced entrepreneurs, scientists, managers and investors supports founders with the development of their products, services and business models. The experts accompany them actively with building up their companies, market entry and financing – also via Venture Capital.
Geographic region of activity	Germany
Type of support service (e.g. training, funding, infrastructure, management consulting, business expertise, IT support, legal advice, etc)	Unternehmer TUM provides qualification, consultation, and funding to found a successful company and expand a business, from the initial idea to entry into the market to growth. Its Venture Capital finances promising technology companies with international market potential. The accelerator programme TechFounders coaches technology startups over a period of 20 weeks up to an initial venture round, and paves the way for joint ventures with established companies. For industry partners, it provides a unique platform for cooperation with new companies, and for expansion of their innovative strength and culture. Its ‘MakerSpace’ is Europe's largest publicly accessible high-tech workshop, enables companies, startups and creatives to produce prototypes and small batches using state-of-the-art machines such as large 3D printers. Unternehmertum Venture Capital is an early stage venture capital firm that invests in young companies with innovative technologies and international market potential.
Business sector(s) focus of service	Industrial Technologies & Smart Enterprises: IT (hardware, software, and services), industry 4.0, automation technologies, mobility, Smart City.
Brief description of useful facts	Unternehmer TUM has numerous start-up success stories such as

(e.g. achievements in numbers, training processes, success stories, etc.)	Glasschair (the team has developed a prototype of their concept and has been awarded with the first place at the “Wittener Preis für Gesundheitsvisionäre” competition), Metriko (won the 2015 Innovation Award (Innovationspreis) together with 10,000 euros in prize money), Magazino (the team could secure an investment by Siemens Innovative Venture in 2015).
---	--

Hub:raum

<https://www.hubraum.com>



Country	Germany
Stakeholders involved (e.g. industry/private incubator, university/research institute, local/national government/EU public funding, societal organizations/NGOs, other)	hub:raum connects the digital startup ecosystem with Deutsche Telekom, linking tech entrepreneurs and high growth startup companies with the expert network, capital, and business opportunities of Deutsche Telekom. hub:raum offers various programs in three locations: Berlin (covering Germany and Western Europe), Krakow (serving CEE region), and Tel Aviv (Israel).
Geographic region of activity	International
Type of support service (e.g. training, funding, infrastructure, management consulting, business expertise, IT support, legal advice, etc)	Various programs range from acceleration and incubation (including seed investments) to special formats like Fit4Europe. All of these offer benefits like co-working space, mentoring, networking events and connections to Deutsche Telekom business units like partnering as well as access to customers. The incubator provides a pool of experts, Deutsche Telekom’s network, working space and seed financing of up to EUR 300,000 in order to effectively support startups and their product ideas on their way to maturity. hub:raum Berlin set up two Accelerator programs in fall 2012 and fall 2013 to offer startups a platform to sharpen their business ideas within 2 months, supported by co-working space, mentoring, networking-events, etc. Since January 2014 the Accelerator program is offered continuously as well. In March 2013, hub:raum Krakow launched its Incubator program for startups in Eastern- and Central-Europe - a so called turbo Accelerator program was held end of 2013. Finally, in June 2013, hub:raum Tel-Aviv started to offer young Israeli startups the Fit4Europe Program, helping them to expand their business to Europe.
Business sector(s) focus of service	Internet of things, Cyber Security, Health, Cloud bases business solutions, Customer analysis & Big Data, Mobile Payment &

	Commerce, TV, Video & Multi Screen, Cloud based Business Solutions, Telecommunication & Connectivity
Brief description of useful facts (e.g. achievements in numbers, training processes, success stories, etc.)	WARP Accelerator helped many startups. During the five editions of the program, over 3000 of startups have been evaluated and 58 teams from 18 countries were invited to take part in the program.

Amity Innovation Incubator

<http://www.amity.edu/aai/>



Country	India
Stakeholders involved (e.g. industry/private incubator, university/research institute, local/national government/EU public funding, societal organizations/NGOs, other)	Amity Innovation Incubator is a registered 'not for profit' society supported by an advisory body consisting of industrialists, venture capitalists, technical specialists and managers established to help entrepreneurs realize their dreams through a range of infrastructure, business advisory, mentoring and financial services.
Geographic region of activity	India
Type of support service (e.g. training, funding, infrastructure, management consulting, business expertise, IT support, legal advice, etc)	It implements a stringent selection process. Each business proposal/Incubation request is carefully screened on various parameters set-up by Industry experts/mentors to ensure that only commercially viable and investable proposals get through. It currently uses a balancing model to accommodate Startup Incubation requests which is a hybrid form of a dedicated Equity or a Rental model; it uses a balance between a comfortable equity percentage and a comfortable rent on a per month per seat basis.
Business sector(s) focus of service	Innovative products and services with technology as the backbone.
Brief description of useful facts (e.g. achievements in numbers, training processes, success stories, etc.)	Over 100 companies Incubated all showing significant financial & operating growth, employment generated for more than 3500 people, over 263 patents filed by Incubator for entrepreneurs, faculty and researchers, ground breaking technologies being commercialized and utilized by groups such as Delhi Metro, LG Electronics, Microsoft, GreenSocs, Cadence Design Systems, Himachal Pradesh Geological Department, Noida Traffic Police etc, 42 start-ups established by Faculties & Students of Amity University, 11 Incubatees funded under "Support of

	Entrepreneurial and Managerial Development of SMEs through Incubators", risk Capital raised for 4 Incubatee Companies under SIDBI-SAS Scheme, over \$40m invested in Incubatee companies through Mergers & Acquisition and Angel Investments, launched virtual Incubation in 17 cities like Mumbai, Ahmedabad , Kolkata, Hyderabad, Chennai, Kochi, Bangalore etc.
--	--

Indian Angel Network

<https://www.indianangelnetwork.com>



Country	India
Stakeholders involved (e.g. industry/private incubator, university/research institute, local/national government/EU public funding, societal organizations/NGOs, other)	Indian Angel Network is a network of Angel investors keen to invest in early stage businesses which have potential to create disproportionate value. The members of the Network are leaders in the Entrepreneurial Eco-System as they have had strong operational experience as CEOs or a background of creating new and successful ventures
Geographic region of activity	International
Type of support service (e.g. training, funding, infrastructure, management consulting, business expertise, IT support, legal advice, etc)	Angel Network provides constant access to high quality mentoring, vast networks and inputs on strategy as well as execution. Network members are collectively committed to contributing money as well as their time and expertise in businesses that they consider worth investing: when investing in an opportunity, will identify who, from within their group would be most appropriate to represent them on the Board of the company (there could be more than one board member) based on the ability to mentor and guide the company at strategic / operational levels as also availability of time to do so. The sub group of Network members investing in an opportunity are encouraged to find ways to appropriately incentivize / reward those amongst the group spending disproportionately more time and effort on mentoring the company (from within the equity negotiated by them) Such Advisors / board members may be given stock options in the company by the entrepreneurs, provided these are over and above the deal negotiated by the investing group of the Network.
Business sector(s) focus of service	The Network looks at multiple sectors for investment such as Agriculture, E-commerce, Retail, Gaming, Mobile, IT, Internet,

	Manufacturing, Education, Social Impact, Hospitality, Healthcare, Lifestyle, Financial Services and so on.
Brief description of useful facts (e.g. achievements in numbers, training processes, success stories, etc.)	Over 500 ventures introduced per month, over 81 investments since 2008, 17 portfolio sectors, 5 pitch sessions per month.

Foundation For Innovation And Technology Transfer



<http://fitt-iitd.in/business-incubation/>

Country	India
Stakeholders involved (e.g. industry/private incubator, university/research institute, local/national government/EU public funding, societal organizations/NGOs, other)	The Technology Business Incubator (TBI) has been in active operation in the Institute since the year 2000. The TBI is conceived, programmed, and implemented by the Foundation for Innovative and Technology Transfer (FITT) – Innovation, the Industry interface unit of the Institute. The objective of the TBIU is primarily to promote partnership with new technology entrepreneurs and start-up companies.
Geographic region of activity	India
Type of support service (e.g. training, funding, infrastructure, management consulting, business expertise, IT support, legal advice, etc)	The ventures addressing developed product/services, leveraging on technologies having homology in the Institute shall be incubated by start-up units-preferred for residency in the order listed above. The Standing Screening Committee in the Institute on pre-defined criteria appraises each incubation proposal and the business plan. Except the incubator nursery programmes where fund shortages during incubation progress are considered by the Committee to be met as loan/seed funding, other start-ups are expected to meet the fund requirements from own sources. Permitted activities in the TBIU include product development, product innovations, software testing, simulation and prototyping, pilot experimentation, training and similar other technology related work, in which there exists homology with the Institute.
Business sector(s) focus of service	Information technology
Brief description of useful facts (e.g. achievements in numbers, training processes, success stories, etc.)	For over twenty years, FITT has been in a mission mode for affecting the interface between the Institute and the Industry and has been devising innovative ways to create partnerships and linkages with business and community to enable knowledge

	transfer for common good. The team at FITT and IIT Delhi academicians has been largely responsible for our successful outreach efforts including extensive S&T collaborations.
--	--



Tiruchirappalli Regional Engineering College
Science and Technology Entrepreneurs Park
<https://www.trecstep.com>

Country	India
Stakeholders involved (e.g. industry/private incubator, university/research institute, local/national government/EU public funding, societal organizations/NGOs, other)	TREC-STEP is a pioneering Organization, promoted in 1986, by the Central and State Governments of India, such as the Department of Science and Technology, Government of India, Government of Tamilnadu, along with National Financial institutions such as IDBI, IFCI, ICICI and other institutions, for spearheading the promotion of Science and Technology, Innovations and Knowledge based ventures. It is one of the first Science and Technology Entrepreneurs Park's in the country, and has the broad mandate of bringing the benefits of Science and Technology within easy access of individuals from different strata of society, for which TREC-STEP undertakes several, focused developmental initiatives with the support of National and International Developmental Agencies
Geographic region of activity	India
Type of support service (e.g. training, funding, infrastructure, management consulting, business expertise, IT support, legal advice, etc)	TREC-STEP's comprehensive package of Incubation support for the promotion of new, innovative industries, includes innovative funding mechanisms such as the 'idea to prototype' innovation fund, early stage seeding through the incubation fund, subsidized central production facilities and nursery sheds, mentoring and handholding and many other need based supports, for young entrepreneurs to launch and grow their industries successfully.
Business sector(s) focus of service	Science and Technology (Clean Tech, Engineering, Nano Tech, Manufacturing, IT)
Brief description of useful facts (e.g. achievements in numbers, training processes, success stories, etc.)	TREC-STEP has partnered with several International developmental organizations such as the UNDP, UNIDO, the European Commission, the World Bank, the British Council Division, National Government agencies and major financial institutions in India, in development projects that aim to address the economic and social development of the country, by focusing on the technology, entrepreneurship and skill based growth.

	TREC-STEP has also won many awards and accolades from the Government of India, the World Bank, the European Union, and others, in recognition of its contributions in the fields of Innovation and Entrepreneurship development.
--	--

High Tech XL
<http://www.hightechxl.com/>



Country	The Netherlands
Stakeholders involved (e.g. industry/private incubator, university/research institute, local/national government/EU public funding, societal organizations/NGOs, other)	High Tech XL is a private incubator located inside High Tech Campus (HTC) Eindhoven, which was firstly established by Philips in 1998 for its national R&D activities. Then, HTC opened up its Campus to other technological companies in 2003. Right now, it is being operated by Ramphastos Investments as an independent organisation since 2012.
Geographic region of activity	It is located in the west of Europe and borders Germany to the east, Belgium to the south and the North Sea to the north and west. However; it serves throughout the world.
Type of support service (e.g. Training, infrastructure, management consulting, business expertise, IT support, legal advice, etc)	As a business accelerator for high-tech hardware startups HighTechXL offers; <ul style="list-style-type: none"> • Extensive mentorship from 150+ entrepreneurs, investors, and partners • Assigning a personal acceleration manager throughout the program • Access to top markets in Europe, China and India • €15K in cash per team • 3+3 months free office space • Launch to an audience of 200+ Investors • Top notch location on the High Tech Campus in Eindhoven, the Netherlands • Invitation to SBC global alumni network and growth program
Business sector(s) focus of service	Internet of Things, Advanced Materials, Advanced Robotics, Autonomous and Near-Autonomous Vehicles, Energy Storage, 3D-Printing, Renewable Energy and Lifetech-Medtech.

<p>Brief description of useful facts (e.g. achievements in numbers, training processes, success stories, etc.)</p>	<p>It is a unique ecosystem of established 170 global brands, leading research institutes, fast growth enterprises, high-tech startups and service companies.</p> <p>The courses offered:</p> <ul style="list-style-type: none"> • Project Management Master Class • Persuasive Communication • Design for Six Sigma – Green Belt • Design for Six Sigma – Black Belt • Six Sigma: Master Black Belt • Basic Statistics Course • Advanced Statistics Course • Six Sigma User Group • One-Day Workshop QRD • One-Day Workshop Six Sigma • One-Day Workshop Six Sigma and Supply Chain • One-Day Workshop TRIZ • RF1 Live Data Analysis and Reliability Testing • RF2 Analytical Reliability Methods and System Reliability • RF6 Software Reliability • RF9 Physics of Failure • Problem Solving through Root Cause Analysis • Reliability User Group • One-Day Workshop Reliability • One-Day Workshop Root Cause Analysis
---	--

StartLife
<https://start-life.nl/>



Country	The Netherlands
Stakeholders involved (e.g. industry/private incubator, university/research institute, local/national government/EU public funding, societal organizations/NGOs, other)	StartLife has been operated under Wageningen University since 2006. StartLife believes that startups are <i>the</i> propelling force behind the food and agro innovations required to meet global food demand in the future.
Geographic region of activity	It is located in the west of Europe and North Sea to the north and west.
Type of support service (e.g. Training, infrastructure, management consulting, business expertise, IT support, legal advice, etc)	<p>StartLife offers:</p> <ul style="list-style-type: none"> ▪ A ‘virtual place’ in the community with over 120 startups ▪ A personal business coach during the whole programme and afterwards ▪ Tools to support the business plan development ▪ Easy access to the facilities and experts on Wageningen Campus ▪ A broad network in the food and agriculture sectors ▪ Contacts with investors ▪ Seed funding to promising startups ▪ Hosting a thriving community of startups, investors, coporates and experts ▪ Soft-loans with a total maximum of € 85,000
Business sector(s) focus of service	Food and Agriculture
Brief description of useful facts (e.g. achievements in numbers, training processes, success stories, etc.)	StartLife has worked with startups for over ten years. During the last five alone, it supported more than 120 startups that develop technological innovations in the domains of Food and Agro.

	<p>Funding for Food and Agri startups For startups active in Food and Agri StartLife initiated the StartLife Incubation Programme. Startups joining this programme get the opportunity to apply for a pre-seed loan.</p> <p>Funds for student startups Students, PhDs and recent graduates from Wageningen University get the opportunity to apply for a micro-loan to set up their first business activities.</p> <p>Young Hero Fund / Jonge Helden Fonds Every year 3 student startups are awarded the Young Hero Fund.</p> <p>Statistics:</p> <hr/> <p>170 Startups contracted and supported</p> <p>325 Jobs created by the startups</p> <p>51M Money raised by the startups</p>
--	--



Country	The Netherlands
Stakeholders involved (e.g. industry/private incubator, university/research institute, local/national government/EU public funding, societal organizations/NGOs, other)	UtrechtInc is part of the Utrecht Science Park which was founded in 2009. What's in it for entrepreneurs? Great connections with research and educational institutes and access to various events. The partners are Utrecht Holdings, Hogeschool Utrecht, Gemeente Utrecht, University of Utrecht, Rabobank, Provincie Utrecht.
Geographic region of activity	The Netherlands
Type of support service (e.g.	They provide network with mentors (who start to help them at the first

<p>Training, infrastructure, management consulting, business expertise, IT support, legal advice, etc)</p>	<p>week of their participation to the community), industry experts, entrepreneurs, investors, co-founders, press and our partners.</p> <p>They also pave the way for access to 65,000 students at the University of Applied Sciences Utrecht (HU) and Utrecht University (UU)</p> <p>Also, within the network of UtrechtInc there are a variety of opportunities to develop members' first prototype. They have a connection to get them a big discount with ProtoSpace, a fabrication lab that's part of the Instrumentele Dienst of Utrecht University and at various locations of the University of Applied Sciences Utrecht (HU).</p>
<p>Business sector(s) focus of service</p>	<p>Internet of Things, Life Sciences, Marketing, e-trade, etc.</p>
<p>Brief description of useful facts (e.g. achievements in numbers, training processes, success stories, etc.)</p>	<p>In their acceleration program of approximately 2 years, a startup flows in from Science Venture or Pressure Cooker to Build. Startups can leave the program at every moment, one month notice.</p> <p><u>Science Venture</u>: Science Venture is a startup program for scientists who take the first steps to bring ideas, discoveries or research to market. In 6 months they learn about the feasibility of their idea. €2250.</p> <p><u>Pressure Cooker</u>: The Pressure Cooker is a 4 month program for entrepreneurs (teams) who have designed their business model and made their first prototype. At the end they are ready for investments. €1850</p> <p><u>Build</u>: Growth fase with customized support for entrepreneurs who have successfully completed the Pressure Cooker or Science Venture.</p> <p>The startups pay with a starting fee from €100 or per office space to €237</p> <p>If a startup is accepted for Build (stage 2), startup directly receives equity free starting capital of €18.000 from the Rabo Pre-seed Fund. This gives them an incredible advantage. Repayment begins in year 3 during a period of 36 months, with a low fixed interest rate of 2,5%.</p> <p>The startups that outgrow their community and continue as (well-friended) graduate companies are still growing and moving towards success. Their results:</p> <p>138 startups supported (2009-2015)</p> <p>194 MLN raised (2009-2015)</p> <p>60 graduates (2009-2015)</p>

	52 MLN turnover (2015) 740 jobs (2015)
--	---

LunchBase

<http://www.mc4e.nl/launchbase/>



Country	The Netherlands
Stakeholders involved (e.g. industry/private incubator, university/research institute, local/national government/EU public funding, societal organizations/NGOs, other)	LunchBase has been operated under Maastricht University. Also, Province of Limburg, LED Brainport2020, and the Municipality of Maastricht are among the contributors.
Geographic region of activity	The Netherlands
Type of support service (e.g. Training, infrastructure, management consulting, business expertise, IT support, legal advice, etc)	<ul style="list-style-type: none"> -Lectures about the essential parts of the creation of startups. For example: idea generation & Lean Startup, business modelling, customer development, entrepreneurial finance. -Workshops -Networking opportunities to share information and discuss ideas -Coaching and mentorship -Co-working space with free wifi and coffee -Startup Graduation Day
Business sector(s) focus of service	-
Brief description of useful facts (e.g. achievements in numbers, training processes, success stories, etc.)	<p><u>LunchBase Pre-Incubation:</u></p> <p>For this, they have created LaunchBase pre-incubation, an extra curricular, 5-month education and activation programme for people who are serious about entrepreneurship. At the end of this programme, the entrepreneurs receive feedback and opportunities from their external network and they find out if the startup is ready for take-off into the next</p>

	<p>phases of growing.</p> <p><u>LunchBase Incubation:</u></p> <p>The LaunchBase Incubation programme supports promising start-ups. They accommodate (international) market entry and venture growth, to challengers that seek to disrupt. Entrants to this programme have already incorporated and raised capital to be able to fully commit to their venture.</p> <p>Through this programme they provide access to a pool of amazing mentors who are eager to support a new generation of ambitious young entrepreneurs.</p> <p>These mentors know from experience what it takes to launch and grow an international business. In addition, the programme provides guidance, peer-to-peer coaching by fellow incubatees, specialised coaching (e.g. accounting, taxation or HR).</p> <p>Startups pay per month per fixed workplace (from € 15,-) or by the office (from € 100,-). This includes a variable discount. They can start the first year with 80% off, then the discount decreases.</p>
--	---



INiTS
<http://www.inits.at/en/>

Country	Austria
Stakeholders involved (e.g. industry/private incubator, university/research institute, local/national government/EU public funding, societal organizations/NGOs, other)	<p>INiTS, the Viennese center of the AplusB program of the Ministry of Infrastructure, is a company of the Vienna Business Agency, University of Vienna and the Technical UniverIn 2014.</p> <p>INiTS was selected as one of the “Global Top 25” university incubators by the Swedish Research Initiative UBI Index. INiTS ranked as No. 11 worldwide and No. 3 in Europe.sity of Vienna.</p>
Geographic region of activity	Vienna, Austria
Type of support service (e.g.	Funding: INiTS offers on average €32.000 of subsidy and loan funding

<p>Training, infrastructure, management consulting, business expertise, IT support, legal advice, etc)</p>	<p>per startup, 65% of which is billable upon success after three years from incubation. They also support entrepreneurs with raising additional public or private funding.</p> <p>Consulting: Their dedicated startup consultants provide entrepreneurs with one-on-one and continuous hands-on support.</p> <p>Training: To deepen entrepreneurs’ knowledge, they offer workshops on topics such as concept and product development, IPR, finance, etc.</p> <p>Contacts: INiTS has an extensive network of mentors, experts, startups, investors, business angels, entrepreneurs, researchers, funding agencies, etc., They provide entrepreneurs with their network selectively.</p> <p>Community: We host regular events so you can share and learn from fellow entrepreneurs and meet investors, experts, partners etc.</p> <p>Workspace: At our location in the Graumannsgasse 7/Stiege B in the 15th district we provide our startups offices and meeting rooms at affordable rates. We also cooperate with the Frequentis Gründungszenrum in the 4th District, which is home to many of our start-ups.</p>
<p>Business sector(s) focus of service</p>	<p>Information- and Communication Technology, Life Science and Other Technologies such as optimization technologies, solar energies, medical systems, industrial agriculture, etc.</p>
<p>Brief description of useful facts (e.g. achievements in numbers, training processes, success stories, etc.)</p>	<p>14 Years Experience 199 Stratups 383 Patent allowed 1.821 Workplace created 231 Million Euro Private Capital 113 Million Euro Promotions</p> <p>Process: STEP 1 – Application: Fill out the application form STEP 2 – Pre Incubation: After the preparations in the pre-incubation workshops the big day arrives: The pre-selected teams will present their business idea in front of their project advisory board. The board provides entrepreneurs with valuable tips and feedback due to its many years of experience and decides which startups are taken into the program and get the first € 3,000. STEP 3 – Startup Camp: 100 days of intensive support. The goal of the Startup Camp is the development and validation of entrepreneurs’ business model through the Lean Startup method. After the Welcome Breakfast with experienced INiTS startups, alumni, investors and representatives of other funding agencies, it starts straight away: They start with a 2-day kickoff workshop about Startup Business Essentials. In addition to the so-called “lean” workshops, they offer workshops on classic business topics and soft skills such as presentation training, financing, marketing,</p>

	<p>promotions, IP law, legal and tax basics, as well as Q & A sessions with experts.</p> <p>STEP 4 – Demo Day: At the end of Startup Camp you have the chance to pitch in front of a jury consisting of entrepreneurs, consultants and experts from different areas at the Demo Day. In addition, the teams present an “investor slide deck” (about 20 slides) as well as their business case. The best teams will receive further funding and get INiTS Development Support up to additional 15 months.</p> <p>STEP 5 – Development Support: After the successful completion of the Startup Camp the 15-month development support begins. The aim is to support entrepreneurs optimally for the challenges at this stage on issues such as prototyping, market access, growth, strategic partnerships, and internationalization. The focus is on one-to-one coaching and advice, tailored to your specific needs. Workshops on topics such as finance and investor relations, partnering and innovation marketing are also available. Entrepreneurs get access to the extensive network of INiTS of investors, research and industry and you benefit from the extensive experience of the INiTS team.</p>
--	--



<http://kubator.at/en/>
KUBATOR

Country	Austria
Stakeholders involved (e.g. industry/private incubator, university/research institute, local/national government/EU public funding, societal organizations/NGOs, other)	It is a private business incubator. It was founded in 2014. It is at development and testing startup stage.
Geographic region of	Gmünd, Austria

activity	
Type of support service (e.g. Training, infrastructure, management consulting, business expertise, IT support, legal advice, etc)	<p>They offer founders with innovative ideas office spaces, expert coachings and access to investors for free. Once entrepreneurs get accepted into the Technology and Startup center, they will receive professional help for their business idea from coaching mentors and experienced entrepreneurs for a period of up to six months.</p> <p>-Startups who get admitted to the kubator can move into the Technology & Startup Center by themselves or as a team – including office space, meeting and coaching room, catering, lounge, fitness room and game room.</p> <p>-In the kubator entrepreneurs get individual coachings for every phase of the startup process, specifically for your idea. Their coaches come from various business areas and counsel entrepreneurs throughout their program. (Coaching will be purchased externally)</p> <p>-Most of the innovative ideas need an investment to get realized. Our investors can support you financially, but also give you important feedback for your development.</p> <p>They organize Investors Day which takes place every two months.</p>
Business sector(s) focus of service	<p>IoT, Smart Living, Industry 4.0, Wind Energy, Solar Energy, Alternative Energy, Fiber Optics, Plastics, Automative, Sensors, etc.</p>
Brief description of useful facts (e.g. achievements in numbers, training processes, success stories, etc.)	<p>Pre-incubation:</p> <ol style="list-style-type: none"> 1. Application 2. Board of experts decision. 3. Move into the kubator. <p>Incubation:</p> <ol style="list-style-type: none"> 1. Business plan coaching begins and it will last up to 6 months. 2. The company should be founded. From now on entrepreneurs be coached on a weekly basis and the kubator holds a 10 % share in your success. 3. Entrepreneurs participate in Investment Pitches. The Investors Days offer them the chance to present themselves to multiple investors every 2 weeks. <p>Post-Incubation:</p> <ol style="list-style-type: none"> 1. The incubation program is over. Entrepreneurs can move to Floor 3 in the kubator or Kubator help them to find their own office and work spaces. 2. Kubator help them with their growth. Kubator’s coachings and services are of course still available to entrepreneurs for a customary fee. 3. They prepare for exit.

START UP CANADA

<http://www.startupcan.ca/>



Country	Canada
Stakeholders involved (e.g. industry/private incubator, university/research institute, local/national government/EU public funding, societal organizations/NGOs, other)	Startup Canada is a grassroots network of entrepreneurs working together to build an environment for entrepreneurship in Canada. Through online platforms, grassroots Startup Communities and cross-sector initiatives, Startup Canada is advancing entrepreneurial momentum and a culture of entrepreneurship, as the voice of Canadian entrepreneurs. Founded in May 2012, Startup Canada has quickly become the most recognized, energized and active entrepreneurship organization in Canada.
Geographic region of activity	Canada from coast to coast (Western Canada, Ontario, Quebec, Atlantic Canada).
Type of support service (e.g. Training, infrastructure, management consulting, business expertise, IT support, legal advice, etc)	Startup Canada has mentored more than 20,000 Canadians and has grown to represent more than 80,000 entrepreneurs, 400 enterprise support partners, 300 volunteers and 20 Startup Communities from coast to coast. Startup Canada's activities include: <ul style="list-style-type: none"> • A national network of grassroots Startup Communities & Community Builders; • Startup Connect – an online directory, network and marketplace for the Canadian entrepreneur community; and, • High-impact social and mainstream media cultural campaigns, flagship events and cross-sector initiatives.
Business sector(s) focus of service	All business sectors
	Since launching, Startup Canada has: <ul style="list-style-type: none"> • Connected more than 3,000 entrepreneurs with skills building opportunities and a platform to voice priorities and propose solutions to fellow founders, community leaders, support organizations and policy makers during a national tour in 2015. • Developed a national network of more than 22 grassroots Startup Communities that run events to inspire, educate and connect entrepreneurs to other entrepreneurs, support, customers and growth opportunities.

	<ul style="list-style-type: none"> • Increased ecosystem capacity to support entrepreneurs by funding over 30 projects through the Startup Canada Investment Fund Program, which includes the Startup Canada Community Investment Fund, Retail Startup Fund, Startup Space Fund, Adam Chowniec Memorial Fund for Global Entrepreneurship and Women Entrepreneurship Fund. • Connected over 2,200 entrepreneurs with financial literacy education through the Startup Finance Program. • Connected Canadian entrepreneurs to international markets in Latin America as a host of the LatAm Startup Conference, to Tel Aviv, Israel as the Canadian organizer of international startup competition Start Tel Aviv, and to the United States as the Canadian partner for SUP-X: The Startup Expo, a two-day international conference and expo that attracts more than 1,500 startup and early-stage entrepreneurs, angel and VC investors and related service providers from across North America. • Become globally recognized as the best practice in fuelling grassroots entrepreneurship and educated leaders in the United Kingdom, Malaysia, South Korea, South America and the United States. • Become a trusted communications and program delivery partner for government and private sector organizations such as Public Works and Government Services Canada, Industry Canada and Intuit Canada. • Become the most recognized, energized and active entrepreneurship organization in Canada with a network of more than 120,000 entrepreneurs, 400 enterprise support partners, 300 volunteers and over 22 Startup Communities from coast to coast.
--	---

StartUp Here Toronto

<http://startupperetoronto.com/>



Country	Canada
Stakeholders involved (e.g. industry/private incubator,	StartUp HERE Toronto was built and is managed in partnership with Toronto’s startup community – a collaboration of startups, incubators

university/research institute, local/national government/EU public funding, societal organizations/NGOs, other)	and accelerators, and funders. Partners of StartUp HERE Toronto are universities/research institutes, entrepreneurship development centers, accelerators, co-working spaces, other start-up communities, incubators, pre-incubators, service providers, venture capitals, mentors.
Geographic region of activity	Ontario, Canada
Type of support service (e.g. training, funding, infrastructure, management consulting, business expertise, IT support, legal advice, etc)	StartUp HERE Toronto is a collaborative economic development initiative launched to support the growing startup and innovation community in Toronto. StartUp HERE Toronto offers trainings and events and has created StartUp HERE Toronto Café, which is focused on helping to easily build relationships between entrepreneurs. The Café is the place to connect with peers, funders and investors, subject matter experts and people who have an interest in growing Toronto’s startup community. Also through its great network of partners provides any type of support services.
Business sector(s) focus of service	All business sectors (from food and processing, life sciences, medical, clean tech and green energy, film and television, ICT, machinery and equipment to financial technology sector, to mention a few)
Brief description of useful facts (e.g. achievements in numbers, training processes, success stories, etc.)	StartUp HERE Toronto is a collaborative economic development initiative bringing together: <ul style="list-style-type: none"> - 34 Accelerators - 21 Competitions - 45 Co-working spaces - 17 Funding programs - 58 Incubators - 35 pre-Incubators - 38 service providers to support start-ups in the greater area of Toronto.

Next 36

<https://www.nextcanada.com/next-36>



Country	Canada
----------------	--------

Stakeholders involved (e.g. industry/private incubator, university/research institute, local/national government/EU public funding, societal organizations/NGOs, other)	<ul style="list-style-type: none"> - Academic Partners (University of Toronto, McGill University, Ryerson University, Simon Fraser University, The University of British Columbia, University of Waterloo, Western University) - Government Supporters (City of Toronto, National Research Council Canada/Industrial Research Assistance Program) - Several partners from the business and industrial world (National partners, Technology partners, Design partners, Creative partners) - A network of Mentors, Donors and Advisors
Geographic region of activity	<p>Canada</p>
Type of support service (e.g. Training, infrastructure, management consulting, business expertise, IT support, legal advice, etc)	<p>The Next 36 is a program that accelerates the growth of Canada’s most talented young entrepreneurs by providing mentorship, access to capital, and unparalleled founder development. Each year, 36 young Canadian innovators are chosen and challenged to build a new business venture or iterate and scale an existing idea with enormous potential. For eight months, these young entrepreneurs are mentored by successful Canadian entrepreneurs and business leaders, taught by some of the world's top faculty, and seek funding from top investors to build their venture.</p> <p>Next 36 offers:</p> <ul style="list-style-type: none"> - Founders development - Mentorship - Networking - Up to \$50,000 in seed capital from top Canadian VCs - Direct Line to experts - In-kind products and services from the business and technology partners
Business sector(s) focus of service	<p>All business sectors</p>
<p>Brief description of useful facts (e.g. achievements in numbers, training processes, success stories, etc.)</p>	<p>The Next 36 program was founded in 2010 by a group of visionary business leaders and academics. Each year, 36 promising students and recent graduates are selected from a variety of academic disciplines, and from across Canada, through a rigorous selection process. These entrepreneurs identify their cofounders and build scalable businesses. For over eight months they are provided mentorship from some of Canada’s top entrepreneurial business leaders, seed funding and founder development education from faculty.</p> <p>Nowadays, the Next 36 program grew and became NEXT CANADA (https://www.nextcanada.com/). NEXT Canada is a national non-profit charity with a focus on increasing national prosperity through innovation and entrepreneurship. NEXT Canada delivers three programs: Next 36, NextAI and Next Founders. The first two are targeting young entrepreneurs with a new idea launching their startups, while the third program targets founders of high</p>

	<p>growth ventures looking to scale up.</p> <p>According to NEXT 2016 Annual Report, 290 young entrepreneurs were directly impacted since 2010 and 312 new full-time jobs were created.</p>
--	---

	<p>https://universitesesame.com/campus-high-tech-sesame/sesame-digital-incubator/</p>
Country	Tunisia
Stakeholders involved	Sesame Digital Incubator is the incubator of the Sesame University.
Geographic region of activity	Tunisia, application open also to foreign people.
Type of support service	<p>Incubation time: 1 year. Offers logistic services. Coaching, expertise in the business plan elaboration, business development; applied research, management, commercial development.</p> <p>It follows the startups during the different phases of the project: concept, prototyping, product/service development.</p>
Business sector(s) focus of service	Projects should fall into the activities of the Applied Research Laboratory and the Numeric Research Lab.
Brief description of useful facts	<p>Ideas come as external application or internal spin off from the university. The call for ideas is open twice a year, the decision is based on documents and on an oral presentation of the candidates. A university degree is needed to present an idea.</p>

-	https://www.microsoftinnovationcenters.com/
Country	Tunisia
Stakeholders involved	Private incubator
Geographic region of activity	Tunisia.
Type of support service	MICs help entrepreneurs at all stages, from idea development to launch of a new company.

	Through various programs, entrepreneurs get access to skills training, mentors, and Microsoft tools,
Business sector(s) focus of service	ICT.
Brief description of useful facts	-

	http://www.bluelion.ch/
Country	Swiss
Stakeholders involved	BlueLion is a non-profit organization supported by a prominent sponsorship
Geographic region of activity	Europe
Type of support service	The coaching program is based on agile methods, fully embracing the Lean Startup approach, to ensure high quality outcome and accelerate the growth of young startups companies (during 3 years or until they reach 10 employees). The incubator works with investment networks, crowd funding platforms, and business angels groups and a network of media partners.
Business sector(s) focus of service	ICT and Clean Tech projects
Brief description of useful facts	BlueLion joined Climate-KIC, the programme of the European Union that support startup companies, which address the climate change issues. Network: Institutional anchorage with the City of Zurich, ETH, media and investors http://www.bluelion.ch/en/news/ “ Since our opening 60 start-ups met our admission criteria, out of over 200 screened. And our systematic approach with our own coaching methodology shows good results: More than 75% of the start-ups admitted to BlueLion Demo Day secured financing within 6 months. “

	http://www.fongit.ch/
Country	Swiss
Stakeholders involved	Private, non-profit foundation supported by the State of Geneva and the Swiss CTI.
Geographic region of activity	Europe
Type of support service	Early-stage, innovative tech ventures, it provides fully equipped offices and labs, administration and accounting, business coaching, and access to

	<p>financing.</p> <p>Entrepreneurs benefit from Fongit’s Incubation Program. Fongit’s program supports and accelerates startups in order to transform an innovation or business model into a viable product and promising business.</p>
Business sector(s) focus of service	Cleantech, IT, Fintech and Medtech Industries.
Brief description of useful facts	<p>Fongit hosts 50+ innovative companies representing 250+ employees in 4500+ m2 of professionally equipped offices and laboratory space.</p> <p>Activities: Help in establishing a startup Business coaching Accounting and payroll services Administrative and legal support, Opportunities to interact with a pool of external coaches (www.CTStartup.ch), informal advisors and experts from the high technology community, entrepreneurs, and other support institutions.</p>

	https://www.y-parc.ch/en/y-start-incubator/
Country	Swiss
Stakeholders involved	Public incubator, it does not invest in startups.
Geographic region of activity	Europe
Type of support service	Logistic, administrative support, networking with university, fund-raising coaching, Monitoring and tracking of the business development
Business sector(s) focus of service	General incubator: open to every sector, ICT included.
Brief description of useful facts	<p>Located in the heart of Y-PARC – Swiss Technopole</p> <p>Activities: Provides premises and services tailored to the needs of start-up Active support (coaching; linking businesses) Strong interactions with the University of Applied Science in Business and Engineering of the Canton of Vaud (HEIG-VD) A variety of possible synergies with companies in Y-PARC</p>

	<p>A broad network of specialized support organizations</p> <p>https://www.y-parc.ch/en/y-start-incubator/start-up-success-stories/</p>
--	--

	<p>https://www.swissstartupfactory.com/</p>
Country	Swiss
Stakeholders involved	Private incubator, it invest in startups.
Geographic region of activity	Europe
Type of support service	From ideas to market in 3 months. Expert input sessions, 1to1 mentor sessions, a collaborative work environment, expert pitch training, and the best network of entrepreneurs & investors,
Business sector(s) focus of service	Digital service startups.
Brief description of useful facts	<p>Recently the incubator joined forces with the Young Entrepreneurs Club at the University Of St. Gallen (YEC) to support young entrepreneurs. The partnerships is focused on the latest project, the YEC Incubator, (founded in 2013), a pre-stage program for students to foster their entrepreneurship skills and get support from experienced developers, mentors and startup founders.</p> <p>https://www.swissstartupfactory.com/services/ https://www.swissstartupfactory.com/startups/</p>

	<p>http://www.technopark.ch/en/technopark-alliance/</p>
Country	Swiss
Stakeholders involved	Privately funded foundation
Geographic region of activity	Europe
Type of support service	Coaching, counselling, transitional funding available from the Entrepreneur Fund, team building.
Business sector(s) focus of service	General incubator.

Brief description of useful facts	Comprising the TECHNOPARK® facilities in Aargau, Lugano, Lucerne, Schlieren, Winterthur and Zurich, it was organised as an association in April 2010.
-----------------------------------	---

	http://www.webpals.com/innovation-hub/
Country	Israel
Stakeholders involved	Private; invests in startups
Geographic region of activity	Middle East
Type of support service	Logistic and software, Counselling, online advertising support. funding
Business sector(s) focus of service	Startup based on Internet/mobile platform
Brief description of useful facts	Funding steps: 1. introductory meeting 2. business review and venture evaluation 3. Technical review 4. Investment committee 5. Offering term sheet.

	http://www.mindup.co.il/
Country	Israel
Stakeholders involved	Digital health incubator Joint venture of Medtronic, IBM, Pitango Venture Capital, Impact 1st Investments and Rambam Medical Center, in collaboration with the Office of the Chief Scientist of the Israeli Ministry of the Economy
Geographic region of activity	Middle East
Type of support service	Logistic, Counselling, Networking, General support, Funding,
Business sector(s) focus of service	Big Data, Predictive Analytics, Telemedicine, Cloud Computing, Wearable and Implantable Sensors, Advanced Point of Care Diagnostics, Personalized Medicine, Genomic Analysis, Hospital IT Systems
Brief description of useful facts	-

	http://www.jvpvc.com/cyberlabs
Country	Israel
Stakeholders involved	Private incubator linked to JVP funds.
Geographic region of activity	Middle East
Type of support service	Collaboration, networking, tutoring, access to funding.
Business sector(s) focus of service	APT detection and prevention, mobile/BYOD, Cloud and DB Security, Identification, Industrial Internet, M2M, Big-data analytics, next-gen FW/IDS/IPS, End-point security and more.
Brief description of useful facts	Each company within the JVP Cyber Labs incubator receives a government issued risk-free loan and will be incubated for a period of 18 to 24 months

	http://www.selarator.com/
Country	Israel
Stakeholders involved	Incubator and investment firm for seed to early stage start-ups.
Geographic region of activity	Middle East
Type of support service	Logistic, tutoring, marketing support, financial management, networking, Technological know-how, business training, R&D support, investment.
Business sector(s) focus of service	Early-stage companies in the fields of SML (social, mobile & local), enterprise software, and cyber products
Brief description of useful facts	<p>Selection criteria:</p> <p>Strategic vision, superior technical expertise, and business management skills. International growth potential with a high probability of obtaining a significant international market share.</p> <p>A competitive advantage, capable of overcoming barriers to entry due to the present of other leading technologies.</p> <p>A clearly defined marketing strategy that incorporates the partnerships of large companies, adequate intellectual property protection, and lead-time over the competition.</p> <p>It is essential that one or all of the founders will be fully committed to each project that is taken on.</p>

	http://southup.org/en/incubator/
Country	Israel
Stakeholders involved	Technological Incubator of the association of SouthUp. Link with San Diego (California)
Geographic region of activity	Middle East
Type of support service	Exposure To The Friends Association, training, discounts by companies belonging to the association, counselling by students (programmers, digital design, preparation of marketing materials, legal advice, market research, business plans)
Business sector(s) focus of service	HLS, sustainability, agro-tech, software
Brief description of useful facts	<p>Expectations:</p> <ul style="list-style-type: none"> • share the vision of the technological incubator • To work within the technological incubator during the first two years • To participate in the Enrichment Program for upper middle school students on various topics related to entrepreneurship and technology • To use the assistance of trainees at Sapir College • To operate from the Gaza envelope region for 5 years • The incubator does not get percentage of the company, but does require payment for Rent, "management fees" and additional services

	http://takwinlabs.com/
Country	Israel
Stakeholders involved	Takwin is a venture capital fund that partners with high potential Arab entrepreneurs
Geographic region of activity	Middle East
Type of support service	Develop business and market strategy, financial plans, idea and technology validation, logistic, networking opportunities.
Business sector(s) focus of service	Technology.

Brief description of useful facts	We team up with our entrepreneurs from the earliest stages of development to the realization of the startup company.
-----------------------------------	--

	http://vlx.co.il/
Country	Israel
Stakeholders involved	Private. VLX (Van Leer Xenia) Ventures was formed as a partnership between Xenia Venture Capital (TASE:XENA) and Van Leer Ventures, two leading Israeli early-stage investment centers.
Geographic region of activity	Middle East
Type of support service	Mentoring and networking support, funding.
Business sector(s) focus of service	High-Tech (incl. SW, IoT, Communication & Mobile, Big Data, Video, etc.) and Life Sciences, as well as the combination between them – Digital Health.
Brief description of useful facts	Circa 75% follow-up investment for their portfolio companies, with established companies raising more than \$200 million. “ We invest ~\$550K in hi-tech, SW and Internet start-ups, and ~\$650-750K in life science oriented start-ups, both in the framework of an OCS Incubator”

EURECAT, Spain



Country	Spain
Stakeholders involved	The Technology Centre of Catalonia was born out of the integration of Ascamm, Barcelona Media, Barcelona Digital, Cetemmsa and CTM, Eurecat is the main Technology Centre in Catalonia.
Geographic region of activity	Latin America and Europe
Type of support service	The Big Data Centre of Excellence Barcelona (Big Data CoE Barcelona) is an initiative led by Eurecat, with the support of Oracle and under the auspices of the Catalan Government and the Barcelona City Council. The mission of this centre is to build, progress, bring together and offer companies tools, sets of

	<p>data and differentiated Big Data infrastructures.</p> <p>All of these aspects will enable companies to define, experiment with and validate Big Data models before their final implementation.</p> <p>The Big Data CoE Barcelona also offers training services for field professionals (data scientist, data engineers and data business analyst), as well as an outreach programme of the trends and success stories at Big Data.</p> <p>Moreover, Eurecat has vast R & D potential in the Data Sciences field, which combines disciplines such as data mining and automatic learning, highly scalable system engineering and viewing. With a completely applied focus, these capacities are used in different domains and business sectors, such as the banking and financial sector, industry, social media, trade, tourism, utilities, health, etc.</p> <p>All of these assets are placed to the service of the Big Data CoE, to offer a complete innovation model that will serve as a key base of support for companies during their strategic decision process; and together, they will accelerate the innovation of the business sector as a whole, thanks to the evaluation of the information.</p> <p>Eurecat develops ICT tools and innovative solutions that contribute to solving today's challenges in cities and extensive metropolitan areas (smart regions), placing special emphasis on improving the quality of life of the people through the management of urban infrastructures and services and by adapting businesses to the new social realities. To do so, Eurecat contributes to the improvement of the processes and services offered by ICT companies, working in collaboration with numerous consortiums on technological innovation projects for and with the ICT sector.</p> <p>The conceptual framework of Smart Cities is focused on the search for systems that create knowledge based on heterogeneous data capture and processing in the urban environment in the broadest sense, and in the environments of diverse origins, such as sensors, Open Data portals and the social media.</p> <p>The experience and expertise of Eurecat in the knowledge and treatment of materials and fabrics has positioned the Centre as a privileged partner for project development in the area of IOT (Internet of Things).</p>
<p>Busines sector</p>	<p>Eurecat supports projects created by New Technology-Based Companies (NEBTs)</p>
<p>Brief description of useful facts</p>	<p>450 professionals 160 R & D projects +1,000 corporate clients 73 patents</p>

	7 spin-offs
--	-------------

CISE - Santander Internacional Entrepreneurship Center, Spain



Country	Spain
Stakeholders involved	The Centre was started in 2012 within Cantabria International Campus as a result of the agreement between the University of Cantabria, the Government of Cantabria and Santander Bank with its Santander Universities division.
Geographic region of activity	Europe
Type of support service	<p>The Centre promotes innovative programmes that include open methodologies and real-life experiences that stimulate our entrepreneur's creativity. The initiatives encourage this entrepreneurial culture and seek to support innovation in existing business models and the creation of start-ups, with the sole purpose of contributing to economic and social progress.</p> <p>Santander YUZZ is a programme that councils and trains young entrepreneurs between the ages of 18 and 31 years old who want to develop a technologically based idea.</p> <p>The programme provides participants with multiple infrastructure and equipment-rich work centres located throughout Spain, as well as providing them with tutoring and multidisciplinary assessment programmes and the support of a wide network of experts.</p> <p>YUZZ rewards the best projects in each centre with a trip to Silicon Valley and hands out 60,000 Euros among the three best ideas. For the VII edition we have incorporated the YUZZ Women Award endowed with 20,000 Euros and the Fintech Award for the most innovative projects in the area of finance.</p>
Business sector	Technologically based ideas
Brief description of useful facts	The collaborative work with more than 200 public and private entities that seek to promote young talent and the progress of society based on knowledge allows CISE, with the support of Santander Universities, to run the highest quality international programmes to stimulate entrepreneurship.

	<p>Starting with the best local and international internships, CISE works in joint projects with entrepreneurial universities like Babson College (USA) – considered the most prestigious institution in entrepreneurship -, and also with business schools like EOI Business School, with multiple Spanish universities through the CRUE and with international organisms such as the Organization of Ibero-American States (OEI).</p> <p>CISE also offers opportunities provided by the more than 1,200 comprehensive cooperation agreements between the Santander Bank along with other universities in 17 countries like Brazil, the USA, Germany, the UK, China, Russia or Mexico, among others, as well as being able to take advantage of the opportunities offered by Universia and RedEmprendia.</p>
--	---

Wayra – Telefonica Digital, Spain



Country	Spain
Stakeholders involved	<p>Wayra is a global accelerator of digital startups, present in 10 countries in Latin America and Europe through 11 academies.</p> <p>Wayra facilitates startups that are being accelerated, the possibility of being local and global suppliers of Telefonica and its customers.</p> <p>At Wayra, entrepreneurs find access to spaces unique and free , experts working in different areas of a company, mentors , new partners needed for their businesses, investors , financial support, and the possibility of doing networking at a national and international level.</p> <p>Wayra is one of Telefónica Open Future’ initiatives of entrepreneurship and open innovation program, which allows entrepreneurs to become part of a global network.</p>
Geographic region of activity	Latin America and Europe
Type of support service	<p>Wayra is part of the initiatives of Venture capital by Telefonica Digital, along with Amerigo and Telefonica Ventures. It works as an accelerator that targets in particular projects in the field of Information and Communication Technologies and media.</p> <p>The selected projects have access to finance, working space and training in</p>

	<p>the management of their business as well as support on patent management. Moreover, the different project teams have access to Telefonica R&D platform and staff.</p> <p>Wayra currently has two academies in Spain, in Barcelona and Madrid. It is frequently mentioned as a reference initiative in digital entrepreneurship by concerned stakeholders. Furthermore, Wayra is now expanding to a set of other countries in Europe and Latin America that include the Czech Republic, Germany, Ireland and the UK in the EU and Argentina, Brazil, Colombia, Chile, Mexico, Peru and Venezuela, abroad.</p>
Business sector	Information and Communication Technologies and media
Brief description of useful facts	<p>63 months in operation, average between Latin American and Europe</p> <p>+33.000 Projects received by Wayra</p> <p>2% admission rate</p> <p>600 startups, accelerated in more than 50 digital industries</p> <p>+183M€ funding received by graduated companies (from 3rd parties)</p> <p>50% ideas secure 3rd parties funding</p> <p>11 Wayra academies in ten countries from Latin America and Europe</p> <p>96 startups working with Telefónica</p> <p>12M€ Wayra investment in accelerated companies</p>

Digital Business Academy, UK



Country	United Kingdom
Stakeholders involved	<p>The Digital Business Academy is a free online platform created by Tech City UK to teach you everything you need to start, grow or join a digital business. We've worked with UCL, Cambridge University Judge Business School, Founder Centric and Valuable Content. Through dedicated programmes, Tech City UK supports the digital technology sector's need for skills, infrastructure, and investment. We gather and share vital information which informs policymakers.</p>
Geographic region of activity	Europe
Type of support service	<p>Digital Business Academy offers 11 expert courses, ranging from develop a digital product, to running social media campaigns, to mastering finance for your business. Digital Business Academy is free way to gain the business skills you need for a digital world, at your own pace, from your own place, online. Each course consists of short video lessons, giving you practical advice from experts and entrepreneurs who've been through it all, with hands-on tasks to</p>

	<p>help you practice what you've learnt.</p> <p>For each course you complete, you'll earn a certificate. On top of that you earn the right to apply for the many rewards on offer. Upon completion of the courses, you'll get access to rewards including free co-working, internships and bespoke mentoring support.</p>
<p>Business sector</p>	<p>Focus on areas like digital skills, smart capital investment, infrastructure, international development and leadership.</p>
<p>Brief description of useful facts</p>	<p>Tech City UK accelerates the growth of digital businesses, at all stages of their development.</p> <p>See their work in action with: Future Fifty</p> <p>Future Fifty powers 50 of the UK's fastest growing, and most disruptive digital tech companies through a unique programme of networking opportunities, private partnerships and direct links to the UK government.</p> <p>Through Future Fifty, companies get immediate access to a valuable peer network; expert-led classes and workshops designed to take their businesses to the next level; and a high level of visibility in joining the illustrious Future Fifty portfolio.</p> <p>Upscale,</p> <p>Upscale is Tech City UK's six month programme to help the most promising early stage startups to begin their scaling journey, under the mentorship of some of the UK's most successful tech entrepreneurs including: Riccardo Zacconi (KING.com/Candy Crush founder); Martha Lane Fox and Brent Hoberman (Lastminute.com founders); Lesley Eccles, (FanDuel founder); and David Buttress (Just Eat founder).</p> <p>Tech Immersion</p> <p>In just under two hours the Tech Immersion programme will take you through the world of startups and the UK digital economy to really understand how digital technology is transforming industries and society.</p> <p>Designed for those with little knowledge of the startup world, wondering what an accelerator is, and why we talk about unicorns – this course is the perfect start on your journey towards grasping the sector.</p> <p>Corporates, public and private organisations will learn just how these startups are driving innovation and growing to impressive heights.</p> <p>Tech Nation</p> <p>Tech Nation 2017 is the most comprehensive view of the UK digital tech economy and ecosystems to date. To produce this in depth report we</p>

	<p>analysed more than 1000 data points, over 2,700 survey responses from digital tech founders and employees and incorporated insights from over 220 community partners across the UK.</p> <p>Tech North.</p> <p>Tech North is a government-backed initiative charged with accelerating the growth of the digital business sector in the North of England.</p> <p>We do this through a series of programmes, events, research and editorial focusing on startups, investment, people, skills and the digital ecosystem.</p>
--	---

SETsquared, UK



Country	United Kingdom
Stakeholders involved	The SETsquared Partnership is the enterprise collaboration between five leading research-intensive universities: Bath, Bristol, Exeter, Southampton and Surrey. Established in 2003, the Partnership is a focus for enterprise activity and new business creation for the five university partners.
Geographic region of activity	Europe
Type of support service	A business acceleration support package of services is made up of mentoring, and regular business review panels where the business plan and strategy of the member company is reviewed by external serial entrepreneurs. Additionally there is access to work space, which could be a co working space, a desk, or an office. Finally it gives the member the right to be selected for some of SETsquared program. There are running at the moment two type of programs: Investor showcase: where companies are presented to investors in London and Open innovation: which links the supported companies with solutions to the innovation needs of large corporates.
Business sector	Sector focus: High-tech, IT, Medical devices, Low carbon, Electronics
Brief description of useful facts	From start up only 13 years ago, SETsquared has supported over 1,000 hi-tech start-ups to develop and raise more than £1bn of investment , as well as

	<p>contributing over £3.8bn to the UK economy with further £15bn contribution estimated over the next 10 years. The partnership currently supports 265 companies across its centres and has created over 9,000 new jobs. In 2012 alone, SETSquared helped companies raise £34 million, in the midst of one of the most severe recessions since the 1920s and over the last 10 years this figure rises to over £1 billion investment and finance raised. Each year, in October, SETSquared runs an Investment Showcase in London. It has become a ‘must attend’ event, attracting a high quality audience of over 150 investors including venture capitalists, business angels, high net worth individuals and government funding bodies.</p>
--	--

The Mobile Academy, UK



Country	United Kingdom
Stakeholders involved	The Mobile Academy is a collaboration between University College London (UCL) and Mobile Monday London. It is a new style of programme intended specifically to address the challenges of teaching a very rapidly changing subject.
Geographic region of activity	Europe
Type of support service	<p>The Mobile Academy is a new venture from Mobile Monday London and UCL Advances, set up to provide practical learning programmes to help participants develop their mobile innovation skills across design, technology and business.</p> <p>The Mobile Academy offers a collaborative learning environment to get an overall grounding in business, design and how to work with mobile technology. Participants are encouraged to work on a project (alone, or teaming up with others) as they progress through the diverse programme of talks, workshops, demonstrations and clinics.</p> <p>Sessions are delivered by industry professionals who will share the sort of</p>

	<p>knowledge and insights that you cannot read from a text book. Sessions are organised in to 4 areas and are coded as follows: G: General, B: Business, D: Design & T: Technology. A Certificate of Continuing Professional Development will be awarded to those who complete the course with a minimum 80% attendance.</p>
Business sector	Focus on mobile technology
Brief description of useful facts	<p>Over 210 people have been through the programme since September 2012. The course has been very well received by its participants and many have said that their experience of the programme has contributed to subsequent successes.</p> <p>Our alumni have gone on to receive awards, launch successful new products, establish important partnerships, receive early stage funding, win competitions, continue to work with each other, get jobs they want and get to the top of the App stores.</p>

Annex III: Local stakeholders

Country	Italy
Organization Name	Chamber of Commerce Como
Description of the organization	<p>The Como Chamber of Commerce (Como Chamber of Commerce, Industry, Crafts and Agriculture) is an autonomous public law body which, under Law 580 of 1993, carries out general economic functions for the regional business ecosystem</p> <p>The Chamber of Commerce's mission is the economic promotion, the development of the business system and the local economy, through a synthesis that meets the needs of all sectors represented.</p> <p>To achieve these goals, the Chamber of Commerce directly implements and manages structures and infrastructures, both locally and nationally, to participate in bodies, associations, consortia or companies and to create special synergies for its members.</p> <p>The Chamber of Commerce of Como, in collaboration with its special company Sviluppo Impresa, offers a free service to support future entrepreneurs with valuable information and personalized support for business start-ups.</p> <p>The Punto Nuova Impresa office is part of the project "Create your business in Lombardy", promoted by Lombardy Chamber of Commerce and the Lombardy Region.</p>
Contact	<p>Pina Sergio, Head of innovation area, sergio@co.camcom.it</p> <p>Walter Algarotti, Referral, algarotti@co.camcom.it</p>

Country	Italy
Organization Name	UnindUstria Como - Association of Industries

Description of the organization	<p>Unindustria Como is an association that aims to represent and safeguard the interests of the associated industrial companies, both in relation to local synergies, as well as to national and international level, through the Confederation of the Italian Industry (Confindustria) to which it adheres.</p> <p>Unindustria Como provides companies with a wide range of services in day-to-day management of business issues. The Association is engaged in many activities in order to create an environment conducive to the consolidation and development of industrial activities.</p>
Contact	Annarita Polacchini, Board member, polacchini@comonext.it

Country	Italy
Organization Name	Confartigianato Imprese Como
Description of the organization	<p>Confartigianato Como was founded in 1946. To date it has about 6,500 affiliated small and medium companies distributed throughout the province of Como active in manufacturing and services.</p> <p>Confartigianato Como, offers its associates a wide range of administrative, environmental, security, training, web services, and certification services. The organization also provides occupational health services and collateral for assisting craftsmen in their financing.</p>
Contact	Giuseppe Contino, General Secretary, g.contino@confartigianatocomo.it

Country	Italy
Organization Name	Fondazione Cariplo
Description of the organization	The mission of the Cariplo Foundation is to help social and civil organizations to better serve their own community. The Foundation's primary vocation is supporting the organizations of civil society that represent the social infrastructures of regional civic ecosystem. Its approach is based on the

	<p>principle of subsidiarity.</p> <p>In a nutshell, its mission, role and operational strategy contribute to fulfill emerging needs - or selects deep-seated yet still unmet needs – and experiments new solutions to old civic issues.</p>
Contact	Carlo Mango, Head of Innovation Area

Country	Italy
Organization Name	Regione Lombardia
Description of the organization	<p>The role of the regional government authority is to create the conditions and the context which permit people, enterprises, bodies and organizations to transform their projects and ideas into reality.</p> <p>Lombardy produces 20.6% of the national added value: first place in Italy and fourth place in Europe. Thanks to its fortunate geographical setting and its dynamic business system, it is also the first Italian region both for its volume and value of commercial exchange with foreign markets.</p> <p>Enterprises based in Lombardia are approx. 800 thousand, distributed over 16 industrial districts (local production systems characterised by a significant concentration of production sector-specialised firms), and 5 “metadistricts” (production areas of excellence having strong bonds with the spheres of research and innovation). The districts are specialised in all the traditional Made in Italy domains such as fashion and furniture-decoration, but also in all the new technology-dominated ones, such as electronics, industrial automation and robotics. The first five identified metadistricts deal with alimentary biotechnology, nonalimentary biotechnology, design, fashion and new materials. In a highly dynamic industrial context, craftwork enterprises still represent one third of the production sector, employing 17% of the Lombard workforce.</p>
Contact	Mauro Parolini, Assessore DG Sviluppo Economico, mauro_parolini@regione.lombardia.it

Country	Italy
Organization Name	Italian Ministry for Economy and Development
Description of the organization	The Ministry of Economic Development (Ministero dello Sviluppo Economico or MSE) is a government ministry of the Italian Republic. It deals with production, economic activities, energy and mineral resources, telecommunications, consumers, tourism, internationalisation and business incentives. It is headed by the Italian Minister of Economic Development, who is currently assigned to Carlo Calenda. It was set up in the second Prodi cabinet, in 2006, from the former Ministry of Productive Activities, which had already absorbed the portfolio of the Department of Cohesion and Development (previously under the Ministry of Economy and Finance). In its turn the Ministry of Productive Activities subsumed the Ministry of Industry, Commerce and Artisanhip, the Ministry of Communications (which in 2001, in the second Berlusconi cabinet, evaded being subsumed) and the Ministry of Foreign Trade. According to the 2008 budget, law 244/2007, in the second Prodi cabinet, it was decided to restore the Bassanini reforms of law 300/1999, thus merging the Ministry of Communications and Ministry of International Commerce. This provision was implemented by the fourth Berlusconi cabinet in 2008.
Contact	Andrea Corbetta, DG Industrial Policy, mattia.corbetta@mise.gov.it

Country	Italy
Organization Name	Sapienza University of Rome - Department of Management
Description of the organization	The Department of Management of Sapienza, University of Rome is involved in teaching, scientific research, applied research and post-graduate/executive formation, in a variety of business-related disciplines. Our specific engagement is directed to the following fields: <ul style="list-style-type: none"> Business Management; Banking & Finance; Commodity Sciences. <p>The primary aim of the Department of Management is to foster and share</p>

	<p>innovative knowledge in terms of management, finance and technology culture, for the promotion of social and economic progress.</p> <p>Maintaining the engagement with its institutional objectives, the Department endorses a continuous debate with the academic community, both national and international, and develops strong links with the productive world as well as the institutions, in order to operate in full accord with their necessities, evaluating the professors' competences and the young talents' potential.</p>
Contact	Cristina Simone, PhD, Associate Professor of Management, cristina.simone@uniroma1.it

Country	Italy
Organization Name	LIUC University Castellanza (Va)
Description of the organization	<p>LIUC-Università Cattaneo was created in 1989 by the convergent will of 300 entrepreneurs in the Province of Varese (UNIVA) and Alto Milanese to create a university that would address economics-law-technology-science-and management, in order to prepare young people according to the real needs of the labour world.</p> <p>It is the only Italian university, founded and directly managed by an entrepreneurial Association, created to provide training as close as possible to the demands of the business world and adapted to a local context characterised by a widespread presence of economic activities of small and medium size, and number of service functions to productive companies. A totally new initiative, therefore, that aimed to fill a gap then present in the scenario of Italian education.</p>
Contact	Valentina Lazzarotti, Associate Professor Business Management Process, vlazzarotti@liuc.it

Country	Italy
Organization Name	ALTIS – Graduate School of Business and Society Università Cattolica Milano

<p>Description of the organization</p>	<p>ALTIS, the Postgraduate School Business & Society of the Università Cattolica del Sacro Cuore of Milan, is an international research and education centre for the study and promotion of a responsible and competitive business culture.</p> <p>Founded in 2005 by Prof. Mario Molteni, Professor of Business Administration and Corporate Strategy at the Università Cattolica del Sacro Cuore, ALTIS embodies both an openness towards the international world of business and the willingness to effectively serve the interests of the students and enterprises with which it interacts.</p> <p>The mission of ALTIS is therefore to foster:</p> <ul style="list-style-type: none"> - the synthesis of competitiveness and social responsibility; - the development of entrepreneurs and managers, both experienced and young, to become the protagonists in international sustainable business initiatives; - the good governance of both for profit and non profit enterprises; - the collaboration between for profit and non profit initiatives as a tool for economic development.
<p>Contact</p>	<p>Benedetto Cannatelli, Professor, benedetto.cannatelli@unicatt.it</p> <p>Matteo Pedrini, Professor, matteo.pedrini@unicatt.it</p>

<p>Country</p>	<p>Italy</p>
<p>Organization Name</p>	<p>Como Venture</p>
<p>Description of the organization</p>	<p>Como Venture is a financial corporation that invests in innovative, high-tech and high-growth potential businesses through capital investment for a medium to long time span.</p> <p>Como Venture selects and invests in business projects that promote innovation, development and technology transfer processes, which can be translated into patented industrial products and able to offset the invested capital.</p> <p>Como Venture also works in synergy with the ComoNExT Scientific Technology Park, where laboratories and research centers favor technology transfer for innovative companies.</p>

Contact	Lino Moscatelli, President, segreteria@comoverture.it
---------	--

Country	Italy
Organization Name	QUADRIVIO CAPITAL SGR
Description of the organization	<ul style="list-style-type: none"> - QUADRIVIO is one of the main players in the Italian market of the Alternative Investments, with Assets under Management over 1.4 Billion Euro and around 60 professionals. - Quadrivio is an Asset Management Company authorized and monitored by the Bank of Italy. It promotes and manages investment funds mainly for qualified investors, operating through dedicated teams in the Private Equity, Venture Capital, Clean Energy, Impact Investments, Private Debt and Fund of Funds sectors. - Founded in 2000, in the last 15 years the company has completed over 100 investments and currently manages 12 funds, through its four offices in Milan, New York, London, Hong Kong and Singapore. - The management holds the majority of Quadrivio's capital. The teams invest directly in the funds, thus determining a complete alignment of interest with the investors. - The funds' main investors are Banks, Insurance Companies, Government Funds, Funds of Funds, Pension Funds, Corporates, Private Investors and Family Offices. - About 30% of managed assets are currently held by international investors.
Contact	Matteo Bonfanti, partner, m.bonfanti@quadrivosgr.com

Country	Italy
Organization Name	Fluxedo

Description of the organization	Fluxedo is a high-tech startup. It is a social to-do list and task manager that allows users to create and share tasks with friends and colleagues.
Contact	Massimiliano Bancora, Business Angel, max.bancora@fluxedo.com

Country	Italy
Organization Name	Mario Gabbrielli, servizi italia spa
Description of the organization	Mr. Mario Gabbrielli serves as Managing Partner of Gabbrielli & Associates SpA. Mr. Gabbrielli serves as an Auditor of Fitch Italia SPA. Mr. Gabbrielli served as the Chief Financial Officer at the Olivetti Group and ENI S.p.A. "Ente Nazionale Idrocarburi". He served as the Managing Director/Chief Executive Officer at BNL Management Company, Agricola Finanziaria, BNI, Gestioni SGR and Investimenti SIM. He serves as the Chairman of Gabbrielli & Associates SpA. He served as Vice Chairman of Clear Leisure plc. He serves as a Director and Chairman of Supervisory Body at First Capital Spa. Mr. Gabbrielli serves as Director of Gabbrielli & Associates SpA. He served as an Independent Director of Servizi Italia S.p.A. He served as a Director of Mid Industry Capital SpA. He served as a Director of Virtual Piggy, Inc. from 2008 to February 24, 2010. He served as a Director of Clear Leisure plc. He is registered in the Roll of Official Auditors. He is a member of the Advisory Council of the National Association of Accounting and Financial Managers. Mr. Gabbrielli received an Economics and Business degree from the University Cattolica of Milan.
Contact	Mario Gabbrielli, Venture capitalist, mario.gabbrielli@hotmail.it

Country	Italy
Organization Name	Intesa Sanpaolo

Description of the organization	Intesa Sanpaolo is a banking group resulting from the merger between Banca Intesa and Sanpaolo IMI based in Torre Intesa Sanpaolo, Turin, Italy. It has clear leadership in the Italian market and a minor but growing international presence focused on Central-Eastern Europe, the Middle East and North Africa (97% of the bank's revenue from Europe and 86% of all loans to customers come from business in Italy). When it was formed in 2007 it overtook Unicredit Group as the largest bank in Italy with 13 million customers and \$690 billion worth of assets. By 2010 its assets had grown to \$877.66 billion 26th highest among all of the world's companies. The company is a component of the Euro Stoxx 50 stock market index.
Contact	Andrea Giuseppe Gorla, bank innovation, andrea.gorla@intesasanpaolo.com

Country	Italy
Organization Name	Italia Start Up
Description of the organization	<p>Italy Startup is a nonprofit Association that represents, supports and gives voice to the Italian innovation ecosystem.</p> <p>The Association brings together all the public and private individuals who believe deeply in the revival of the country and in the creation of a new Italian business fabric.</p> <p>Founded in 2012, the Association is formed by entrepreneurs, incubators, investors, startups, industrialists, corporations and companies.</p> <p>The main objectives of the association are:</p> <ul style="list-style-type: none"> - To stimulate more and more young people to create their own future by undertaking business projects, - Gather the instances of startups and young businesses and be spokesman for their needs and interests in the face of government, - To make known and valorise young entrepreneurial initiatives, - To bring the startup world closer to that of the great Italian company, - Create an environment conducive to innovation and startups in Italy.
Contact	Federico Barilli, General Secretary, federico.barilli@italiastartup.it

Country	Italy
Organization Name	Italian Association of Science Parks APSTI
Description of the organization	<p>APSTI is the Italian Network of Scientific and Technological Parks. It contributes actively to the innovation development chain. APSTI works to enhance the remarkable heritage of scientific, technological and organizational competencies currently inside Parks and Incubators, in order to share them with all the network.</p> <p>APSTI facilitates collaboration and efficiency of services in each PST while systematizing all the functions provided by the innovation ecosystem and building coordinated and complementary actions</p>
Contact	Gianluca Carenzo, President, gianluca.carenzo@ptp.it

Country	Greece
Organization Name	Aristotle University of Thessaloniki (AUTH), School of Informatics
Description of the organization	<p>The strategic objectives of AUTH, in the framework of its vision and mission, remain high and consistently oriented to the continuation of its tradition, namely to be a pioneer institution, standing out among Greek and many foreign Universities on all levels: education, research, culture, connection with society.</p> <p>The School of Informatics first opened its doors in autumn 1992 and was granted autonomous status in 1995. Through the efforts of the staff, the School of Informatics has grown considerably both in reputation and stature reflecting its status as a nationally and internationally recognized center of excellence in teaching and research.</p>

Contact	Vlahavas Ioannis, Professor, vlahavas@csd.auth.gr
---------	---

Country	Greece
Organization Name	The University of Macedonia
Description of the organization	<p>The University of Macedonia, the continuity of the historical Graduate School of Industrial Studies of Thessaloniki, is a modern state Higher Education institution, renowned for the ambience of quality, freedom, democracy, meritocracy and individual development it provides to all its members: students, Academic and Research Staff and university employees.</p> <p>Its mission has long been to contribute to society, to the socio-economic development of the country through the subjects it offers in its four Schools, the research conducted and the advancement and dissemination of knowledge.</p> <p>The Department of Applied Informatics promotes and further develops the science of informatics, with special emphasis on the development of systems for managerial and economic applications and the training of high level executives for the country's needs.</p>
Contact	Maro Vlachopoulou, Professor, mavla@uom.gr

Country	Greece
Organization Name	ALEXANDER TECHNOLOGICAL EDUCATIONAL INSTITUTE OF THESSALONIKI (ATEITH)
Description of the organization	<p>ATEITH, the second largest Technological Educational Institute of Greece comprises 4 schools (faculties) and 17 Departments offering, in total, almost 1000 course modules in 20 Programmes of Studies for local students. A great number of them (continuously expanding) are offered in English, supported by state of the art laboratory equipment and highly qualified personnel. Geoponics, Food and Nutrition Technology, Business Administration and Economics, Health and Medical Care, almost every</p>

	Engineering discipline, and a lot more can be studied at the highest level.
Contact	Thomas Thomidis, Associate Professor, thomidis@cp.teithe.gr

Country	Greece
Organization Name	The University of Sheffield International Faculty, CITY College
Description of the organization	<p>The University of Sheffield International Faculty, CITY College, is one of the six faculties within the University and the only one operating overseas. Bridging the UK with the South East and Eastern Europe, the International Faculty offers to students the unique opportunity to study for a top class British degree of the University of Sheffield in their region.</p> <p>Stretching across borders, the International Faculty embraces internationalisation and gives to its students the experiences, curricula and traditions of the University. We aspire to transfer knowledge, in-depth research and academic excellence across the region through our education hubs.</p> <p>With its main campus located in Thessaloniki, Greece, the International Faculty consists of four academic departments - the Business Administration & Economics Department, the Psychology Department, the Computer Science Department and the English Studies Department - and offers a wide range of undergraduate and postgraduate programmes in English in the disciplines of Business Studies, Psychology, Computer Science and English Studies. Today, apart from Thessaloniki, the Faculty also offers the University's programmes in a number of other locations across South East and Eastern Europe, namely Sofia (Bulgaria), Belgrade (Serbia), Bucharest (Romania), Kyiv (Ukraine), Yerevan (Armenia) and Tbilisi (Georgia) and is continuously expanding, dedicated to its outreach mission.</p>
Contact	Panayiotis Ketikidis, Vice Principal: Research, Innovation and External Relations, ketikidis@city.academic.gr

Country	Greece
Organization Name	Centre for Research and Technology-Hellas (CERTH)
Description of the organization	<p>The Centre for Research and Technology-Hellas (CERTH) founded in 2000 is one of the leading research centres in Greece and listed among the TOP-20 E.U. research institutions with the highest participation in competitive research grants.</p> <p>It is a legal entity governed by private law with non-profit status, supervised by the General Secretariat for Research and Technology (GSRT) of the Greek Ministry of Education, Research and Religious Affairs.</p> <p>CERTH has important scientific and technological achievements in many areas including: Energy, Environment, Industry, Mechatronics, Information & Communication, Transportation & Sustainable Mobility, Health, Agrobiotechnology, Smart farming, Safety & Security, as well as several cross-disciplinary scientific areas.</p>
Contact	Georgia Aifadopoulou, Research Director, gea@certh.gr

Country	Greece
Organization Name	Association of Information Technology Companies of Northern Greece (SEPVE)
Description of the organization	<p>The Association of Information Technology Companies of Northern Greece (SEPVE) is a private non-profit organization based in Thessaloniki. From its foundation in 1994 until the present day it has been the only collective body representing the interests and concerns of the information technology businesses active in Northern Greece (regions of Macedonia, Thrace and Thessaly). Today, SEPVE proudly numbers more than 200 member enterprises. Its goal is to promote, through specific initiatives and projects, an enhanced status for the regional ICT businesses, thus making a positive contribution to Greece's advance into the Information Society.</p> <p>Over the more than 20 years since its foundation, the Association has participated (either as a partner or as leader) in a broad spectrum of development and technological projects, mainly co-founded by E.U. In the context of these projects it has organized a significant number of events, training seminars, conferences and forums, while taking part in an even</p>

	larger number of such events by other associations and agencies.
Contact	Michalis Litsardakis, E.U. Projects coordinator, M.Litsardakis@sepve.org.gr

Country	Greece
Organization Name	Innovation Farm
Description of the organization	At Innovation Farm, we believe in striking the right balance between theory and practice, topped off with a constant stream of new ideas and fresh perspectives. We have built a flexible, integrated system involving people, practices and ideas at many levels. Our core team members have experience in a variety of industries and we bring our unique perspectives to each project we take on. In addition, we are proud to have a wide circle of friends and supporters who interact with us on many levels.
Contact	Argyris Spyridis, Founder, aspys@innovationfarm.eu

Country	Greece
Organization Name	PJ Tech Catalyst Fund
Description of the organization	Established in 2012, the PJ Tech Catalyst Fund is a venture capital fund that invests in seed stage startup companies with a focus on Information and Communication Technology (ICT) and supports the development of entrepreneurship in Greece.
Contact (e-mail, address, etc.)	Nikos Antoniou, Investment manager, n.antoniou@pjtechcatalyst.com

Country	Greece
---------	--------

Organization Name	Starttech Ventures
Description of the organization	Startech Ventures is an experienced early stage investor and incubator. It provide startups with all the necessary infrastructure to help them gain momentum and grow.
Contact (e-mail, address, etc.)	Dimitris Tsingos, Founder, tsingos@starttech.eu

Country	Greece
Organization Name	GNOMON INFORMATICS S.A.
Description of the organization	GNOMON INFORMATICS S.A. is a Greek Société Anonym Company with headquarters in Thessaloniki and branches in Athens and Cyprus. GNOMON has the vision to provide innovative and reliable Internet solutions and services to the Greek and International market. Since its establishment, the company keeps investing in the acquisition and transfer of know-how and has established strategic co operations with global key-players, applying point technologies in highly innovative, IT applications.
Contact (e-mail, address, etc.)	Kostis Kaggelidis, Founder, k.kaggelides@gnomon.com.gr

Country	Portugal
Organization Name	RIERC - Network of Business Incubators of the Central Region
Description of the organization	The Network was established in Portugal Central Region to support all those who want to develop entrepreneurial initiatives. At this initial stage, the network involves the participation of 12 company incubators with headquarters in the central region of Portugal, in addition to the CEC – Central Region Business Council
Contact (e-mail, address, etc.)	Dr. Paulo Santos, Vice-President psantos@ipn.pt

Country	Portugal
Organization Name	MedicineOne
Description of the organization	MedicineOne is a Portuguese technological company and a worldwide vocation dedicated to the development of software for the healthcare market. His clinical management solution is at the same time one of the oldest, most innovative and complete in the world. Medicineone developed one of the best software solutions for managing small and large healthcare facilities, public and private healthcare systems in onsite or cloud computing facilities. Started in Portugal, they are already on 4 continents.
Contact (e-mail, address, etc.)	Dr. Carlos Graça carlos.graca@medicineone.net

Country	Portugal
Organization Name	CIM-RC - Inter - Municipal Development of Coimbra Region
Description of the organization	<p>The CIM Region of Coimbra is an intermunicipal community which integrates the several central region municipalities.</p> <p>The CIM Region of Coimbra has been rehearsing a new approach to regional development based on a supra-municipal strategy that, respecting the political autonomy of each municipality, allows a stronger intervention among economic, social and cultural agents in order to strengthen regional values and to affirm it in the national context.</p> <p>CIM works in a concerted and constructive way with all the regional agents in order to join forces, concentrating on the fundamental: to make Coimbra region a more entrepreneurial territory, developing social cohesion, quality of life and wealth.</p>

Contact (e-mail, address, etc.)	Dr. Jorge Brito, Executive Secretary jorge.brito@cim-regiaodecoimbra.pt
---------------------------------	--

Country	Portugal
Organization Name	NEI / AAC - IT students of the Academic Association of Coimbra University
Description of the organization	<p>The NEI / AAC is an integral body of AAC (Academic Association of Coimbra's University) that aims to represent the students of Computer Science and Design and Multimedia of the University of Coimbra, AAC members.</p> <p>Founded on April 24, 1997, NEI is headquartered in the Department of Informatics Engineering building where it maintains a proximity to all emerging situations, always seeking to support and help solve all the needs of the students of this Department. To this end, the NEI maintains a strong link with both students and the Department's bodies, providing easy communication between them.</p> <p>One of the fundamental principles of the NEI is to enrich the experience of students of the Department of Computer Engineering during their stay at the University of Coimbra at various levels. To this end, the NEI regularly organizes cultural, sporting, recreational and training activities, disseminates and supports the organization of other events and promotes different spaces for free use.</p>
Contact (e-mail, address, etc.)	Mr. Mário Balsa mbalca@ipn.pt

Country	Portugal
Organization Name	ANJE – National Association of Young Portuguese Entrepreneurs
Description of the organization	<p>ANJE is a public interest association under private law and, since 1986, it has been institutionally representing young Portuguese entrepreneurs. Its aim is to satisfy common interests and to make its companies more dynamic. To this end, its main areas of activity are training, entrepreneurship support, business incubation/acceleration and the creation of business associations.</p> <p>In its 30 years in business, ANJE has become famous for defending the interests of young entrepreneurs, public promotion of entrepreneurship and the creation of companies. So much so that the Association is a member of the Economic and Social Council and is called on to give its opinion on the main socioeconomic issues in the country. It was awarded Order of Merit by the President of the Republic.</p> <p>When ANJE was set up in 1986, our economy was leveraged by public investment, private initiative was met with a web of red tape and competitiveness was very dependent both on low labour costs and currency devaluation. It was in this context that ANJE began fighting for the liberalisation of the economy and, in particular, for better conditions both for young people' access to business and for reinforcing the competitiveness of their companies. This was how ANJE became the voice of the Portuguese entrepreneurship movement, seeking to make the public decision-makers aware of the specific needs of young entrepreneurs, while at the same time providing support services for entrepreneurship.</p> <p>For ANJE, entrepreneurship is one of the main factors in making business activities more dynamic and reflects very positively on the development and</p>

social welfare of the country. By bringing their business ideas to life, entrepreneurs are renewing the business fabric, producing wealth, making their investment grow, stimulating competitiveness and creating jobs. But this takes on even more importance at a time of economic recovery and contraction in the job market, reinforcing the need to support entrepreneurship as a pillar of a national development strategy based on private initiative.

Within this framework of objectives, important factors in its 30 years of activity include:

- The Association's contribution to the final design of several incentive systems for the creation of companies.
- The set-up of the Entrepreneurship Academy, which develops a wide range of activities and services for the promotion of entrepreneurship from a structural standpoint.
- The organisation of flagship initiatives for making entrepreneurship more dynamic, such as the Young Entrepreneur Award, the National Business Ideas Competition and the Entrepreneurship Trade Show.
- Holding regular training and professional qualification courses, some of which are truly innovative in Portugal.
- Monitoring, advising and mentoring young entrepreneurs with regard to business plans, business management, commercial law, funding instruments and internationalisation.
- The opening of 11 business centres with incubation and acceleration services, which operate as entrepreneurship ecosystems.
- Spreading an enterprising spirit to young generations, very often in schools and universities.
- The promotion of innovation, technology, creativity and differentiation as critical competitiveness factors.
- The many business missions held by the Association in foreign markets.
- The organisation of Portugal Fashion, one of the main fashion events on the Iberian Peninsula and an important instrument for promoting the sector at big international fashion shows.

	With around 5,500 associates, over fifty employees, ten operating areas and several regional centres (North, Centre, Lisbon and Tagus Valley, the Alentejo and the Algarve), ANJE is a pioneering association in the defence of young entrepreneurs and the promotion of young entrepreneurship. It has a prestigious reputation in Portuguese society, political influence with public decision-makers and a stimulating intervention into the business fabric.
Contact (e-mail, address, etc.)	Dr. Bruno Carvalho, Vice-President bruno.carvalho@activeaerogels.com

Country	Portugal
Organization Name	Iclio
Description of the organization	<p>Iclio is a content and technology company dedicated to creating global solutions for tourism and lifestyle, history, heritage and culture.</p> <p>Visitors can discover destinations with unique thematic content, including pop culture themes, in a mobile solution created by authors specialized in storytelling.</p> <p>The product - JITT.TRAVEL IS A COMPLETE & UNIQUE TECHNOLOGICAL SOLUTION</p> <p>The of software engineers team, content creators and editors can offer:</p> <ul style="list-style-type: none"> • Contents for touristic regions, hotels networks, wine routes, prefectures, etc.; • Personalized websites and portals; • Guide applications using our Iclio's software. • Integration into Iclio's travel & lifestyle app, available in the App Store, Google Play and in the major Android app stores; • Content, editing and design of print material such as books, brochures and additional promotional material ; • Support content for social media; • Audio solutions (in-app listening) for public spaces including galleries,

	<p>museums, cultural centres, etc.</p> <p>The JiTT marketing consultancy specializes in the creation of institutional brands and corporative image.</p> <p>PERSONALISED CONTENT CREATED BY SPECIALISTS</p> <p>Iclio can create unique and thematic content optimized for various digital media and the corresponding linguistic and cultural adaptation.</p> <p>Iclio have an extensive and proven experience in the development of white label applications powered by JiTT.travel, with clients such as the European Commission.</p>
Contact (e-mail, address, etc.)	<p>Dr. Alexandre Pinto, Chairman of the Board</p> <p>alexandrepinto@iclio.net</p>

Country	Portugal
Organization Name	Gangxa Capital SGPS
Description of the organization	Gangxa Capital SGPS is a seed capital venture firm owned and managed by business angels with global know how in the IT industry. Based out of Coimbra, Lisbon and Porto Gangxa manage a 1,5 million euro seed capital fund.
Contact (e-mail, address, etc.)	<p>Dr. Diamantino Costa</p> <p>dcosta@ganexacapital.com</p>

Country	Portugal
Organization Name	CCDRC - Center's Regional Coordination and Development Commission

<p>Description of the organization</p>	<p>CCDRC, a decentralized agency of the Ministry of Planning and Infrastructures, with joint responsibility with the Ministry of the Environment, with financial and administrative autonomy, is responsible for implementing environmental measures, regional development, promote the coordinated action of regional decentralized services and to provide technical support to local authorities and their associations.</p> <p>It is therefore the responsibility of the CCDRC to ensure the efficient provision of services within its scope of action, placing them in the line of rationalization and modernization of public services and acting with the necessary technical competence to become an effective instrument of government action. On the other hand, it has the task of stimulating and promoting regional players and activities, contributing to the achievement of the great objectives of regional and national cohesion, and enhancing competitiveness around the development of regional resources and the promotion of innovation.</p>
<p>Contact (e-mail, address, etc.)</p>	<p>Professor Ana Abrunhosa, President ana.abrunhosa@ccdrc.pt</p>

<p>Country</p>	<p>Portugal</p>
<p>Organization Name</p>	<p>TICE.PT - National Portuguese ICT Cluster</p>
<p>Description of the organization</p>	<p>The National Portuguese ICT Cluster - TICE.PT was created in 2008, with headquarters in Aveiro. It engages and mobilizes relevant actors throughout Portugal, and in particular in the regions of Braga, Porto, Coimbra and Lisbon, covering the entire value chain in the area of ICT. The concertation platform</p>

	<p>TICE.PT ensures and promotes the interfaces between the academic world, represented by universities and institutes R&D, the business world, represented by the affiliates and also through networks, in particular of Sme's, represented by their associations.</p> <p>The National Portuguese ICT Cluster TICE.PT, Site of Information Technologies, Communication and Electronics, was formally recognized by the Portuguese Government in August 2009, within the framework of Collective Efficiency Strategies of NSRF.</p> <p>The TICE.PT aims to promote and leverage networking strategies for the sector. Network between companies and R&D centers, in order to induce a renewal active in national economic context, producing positive effects on national offering, enhanced by innovation and knowledge, creating export capacity and added value in domestic products.</p>
Contact (e-mail, address, etc.)	<p>Dr. Vasco Lagarto, CEO</p> <p>vasco.lagarto@tice.pt</p>

Country	Portugal
Organization Name	MBA FEUC Club
Description of the organization	<p>The Clube MBA is an independent, non-political, non-profit making organization run by and for students and alumni of FEUC – Economics Department of the University of Coimbra. We are committed to developing a social, intellectual, and professional environment meant to approach the academic institution to the real-world business environment through events, panels, speakers, conferences, and through mentoring and cultural programs. Supported by the core values of knowledge sharing, networking promotion, aligned with culture of academic and personal excellence, and guided by the continuous improvement mindset, we aim to be an academic prestige-promoting reference of FEUC and its post graduate programs.</p>
Contact (e-mail, address, etc.)	<p>Dr. Luís Carreiras</p> <p>lffcarreiras@gmail.com</p>

Country	Portugal
Organization Name	ISEC - Higher Institute of Engineering of Coimbra
Description of the organization	<p>ISEC has as its mission the creation, transmission and diffusion of culture, science and technology, being responsible for providing superior training for the exercise of professional activities in the field of Engineering and promoting the Region's development.</p> <p>ISEC is a organic unit of the Polytechnic Institute of Coimbra for the teaching of engineering, has four decades of existence with this designation and integrated in polytechnic teaching. However, the teaching of technology and engineering has been done in ISEC for more than 90 years, since ISEC is a school with a long experience in teaching technology and engineering and is a benchmark as a school of excellence in the engineers training.</p>
Contact (e-mail, address, etc.)	<p>Professor Jorge Bernardino</p> <p>jorge@isec.pt</p>

Country	Portugal
Organization Name	Center of Informatics Systems, University of Coimbra
Description of the organization	<p>Antonio Dias de Figueiredo is emeritus professor of Information Systems at the Faculty of Science and Technology of the University of Coimbra, Portugal, and an independent consultant and researcher on IT in Learning & Education and on the Socio-Technical Sustainability of Business, Innovation, Education, and IT. His research interests also include Research Methods, Science and Technology Studies, and the Epistemology of Engineering and Design.</p> <p>From 1984 to 2007, he was a Full Professor at the Faculty of Science and Technology of the University of Coimbra, where he created, in 1992, the research</p>

Center for Informatics and Systems (CISUC) and, in 1994, the Department of Informatics Engineering. He co-founded in 1992 Instituto Pedro Nunes (IPN), a prominent industry-university interface and enterprise-incubation institute. Part of his research and diffusion of innovation takes place in collaboration with CISUC and IPN.

He was Vice-President for Western Europe of the Intergovernmental Informatics Program of UNESCO, Paris, between 1994 and 1996. He integrated for four years the NATO Special Program Panel on Advanced Educational Technology of the NATO Science Committee, Brussels. He has participated in various European projects, both as a partner and as a science advisor, and acted on various occasions as a consultant to the European Commission in matters regarding the definition of strategies for Information and Communication Technologies in Education. He has collaborated with OECD on various instances in initiatives regarding Information and Communication Technologies in Education. He was the Chairman of PROMETEUS (PROmoting Multimedia access to Education and Training in EUropean Society), a memorandum of understanding promoted by the European Commission, between 2000 and 2001. In 2004, he was the chair of the Context & Learning special interest group of the European network of excellence Kaleidoscope.

He was the proponent, in 1985, of the MINERVA Project, the Portuguese national computers in schools program, which he coordinated during its pilot three years. He was the chair of the Accreditation Committee for Informatics Engineering of the Portuguese Engineers Association, in 1999/2000 and 2004/2005. He chaired the Evaluation Committee for Informatics Engineering and Computer Science of the Foundation of Portuguese Universities, and chaired R&D panels for the evaluation of projects submitted to the Portuguese Innovation Agency.

He has been awarded a Honoris Causa by the Portuguese Open University, and the Sigillum Magnum by the University of Bologna, Italy. He also received the title of Information Society Personality of the Year 2005, awarded by APDSI, Oracle Portugal, and Sun Portugal.

He has lectured extensively at both national and international events. He is the

	<p>author of over two hundred papers presented at national and international conferences. He has contributed with chapters to several books, and co-authored the book <i>Managing Learning in Virtual Settings: the Role of Context</i> (2006). He co-authored, with one of his research students, US Patent 7319998, Method and System for Supporting Symbolic Serendipity. He is a member of the editorial board of the <i>International Journal of e-Collaboration</i> and of the <i>Portuguese and Brazilian Management Journal</i>.</p> <p>He graduated in Electrical Engineering from the University of Porto, Portugal, in 1969, and obtained his Ph.D. in Computer Science from the University of Manchester, U.K., in 1976.</p>
<p>Contact (e-mail, address, etc.)</p>	<p>Professor António Dias de Figueiredo, Emeritus Professor adiasfigueiredo@gmail.com</p>

Country	Portugal
Organization Name	DITS – Knowledge Transfer Unit, University of Coimbra
Description of the organization	<p>The Knowledge and Innovation Transfer Division of the University of Coimbra (DITS) was created in October 2003 within the Rectory (formerly known as GATS.UC), as a light structure interface unit directed to the areas of relationship with external entities, Innovation, knowledge transfer and entrepreneurship. DITS seeks to promote, energize and support the establishment of relations, projects and partnerships of the University of Coimbra with the outside environment, for a reciprocal approach and learning.</p> <p>DITS 'competences are exercised in two main areas:</p> <ul style="list-style-type: none"> - Identification of the opportunities to transfer the University's innovation and knowledge to society and the business world; - Streamlining the initiatives and projects that will make this transfer possible.
Contact (e-mail, address, etc.)	<p>Dr. Jorge Figueira, Director</p> <p>jfigueira@uc.pt</p>

Country	Portugal
Organization Name	FEUC - Faculty of Economics Of the University of Coimbra
Description of the organization	<p>The Faculty of Economics (FEUC), created in 1972, is one of the eight faculties of the University of Coimbra, dating from 1290, one of the oldest in Europe and the oldest in Portugal.</p> <p>Its first courses in Economics, launched in the 1973-74 academic year, were followed by three other first degrees, all four currently available: Sociology, Management, and International Relations. FEUC has approximately 2.500 students, 130 teaching staff and 40 administrative staff. These, combined with excellent facilities, offer a very high quality</p>

	educational service in an environment that is both very friendly, and academically stimulating.
Contact (e-mail, address, etc.)	Professor Arnaldo Coelho coelho1963@hotmail.com

Country	Portugal
Organization Name	AIRC - Central Region Computer Association
Description of the organization	<p>AIRC was founded by 30 municipalities in the Portugal central region, is a business unit of the Non-Financial Public Sector, whose main activity is the production of software and products supply and services, preferably targeted at the local public administration.</p> <p>AIRC started the activity in 1982 with a very restricted number of customers. Since its founding, however, its growth has been unquestionable, reaching more than 250 clients in the public administration, including about 60% of the municipalities, which gives it the leadership of this market sector.</p> <p>Its clients portfolio includes other public administration bodies and the state business sector, such as Municipal Services, Intermunicipal Communities, Municipalities Associations, Municipal Companies, Tourism Regions and Town Councils.</p>
Contact (e-mail, address, etc.)	Dr. Ricardo Riquito, Comercial Director ricardo.riquito@airc.pt

Country	Turkey
Organization Name	Aegean Young Businessmen Association (EGIAD)
Description of the organization	<p>EGIAD is a non-governmental organization (NGO) established in 1990 by 47 young industrialists and businessmen. It has been carrying out different activities aiming its own members on one hand and public investigations, surveys, lobbying and such like on the other, within the frame of the objectives as assembling the young entrepreneurs under the same roof with the mission of being good samples and pioneers to society, helping them to transfer their experiences to others and public disclosure about different subjects.</p> <p>The power of EGIAD as a no- governmental organization does not only source from its image and prestige which has been continuing for 20 years but also the big share of the accretion value in production and employment volume created in national economy by its members. The ages of 70 percent of 513 members are between 22 and 40. EGIAD has a business potential, employing about 45000 people, and a business cooperation network, consisting of nearly 3500 both small and medium sized enterprises and big business also, all in service on the sectoral basis of 60 percent industry (being 76% of which manufacturing, 15% construction, 6% energy, 10% mining), 33 percent services, 5 percent agriculture and 2 percent finance.</p> <p>Nearly 60 percent of the members are in cooperation with the countries abroad in different areas such as business partnership, external trade, etc. In the members' portfolio, EGIAD has companies from agricultural and service sectors, including textile, clothing, food processing, machinery, construction, trade, automotive, electric electronic and iron-steel industry. Taking part actively on every platform and in any subject, the organization has been pioneering by stimulating its members for entrepreneurship in different sectors, with its routine meetings and activities.</p>
Contact	<p>Melisa ITMEC, Phone : +90 (232) 422 30 00 Pbx E-mail : egiad@egiad.org.tr</p>

Country	Turkey
Organization Name	İzmir Small and Medium Enterprises Development Organization (KOSGEB)
Description of the organization	<p>The Small and Medium Industry Development Organization (KOSGEB), which was established to support SMEs operating in the manufacturing industry, is a governmental institution affiliated to the Ministry of Industry and Trade of Turkish Republic. It was founded in 1990 in order to increase the share and effectiveness of small and medium sized manufacturing industry, raise their competitiveness, and realize integration within industry in line with economic developments and national policies.</p> <p>KOSGEB is mainly composed of two bodies: policy maker units and service providers. In addition, there are also internal supporting units. Furthermore, institutional decisions are taken by the Executive Committee, which is composed of the representatives of relevant organizations.</p> <p>KOSGEB analyses local/regional based data sets concerning enterprises, provides reports with a view to enhancing KOSGEB support mechanisms, make surveys for the target area, search and implement new financial models, analyse and meet training & consultancy requirements of SMEs, coordinate service centres, carry out international relations, and study on foreign markets and legislations.</p>
Contact	Levent ARSLAN, Director of İzmir KOSGEB levent.arslan@kosgeb.gov.tr

Country	Turkey
Organization Name	Aegean Region Chamber of Industry (EBSO)
Description of the organization	The İzmir Economic Congress assembled on February 17 - March 4, 1923, a very short time prior to the proclamation of the Republic of Turkey and stipulated the development strategy of the country wherein the Chambers

	<p>of Industry and Commerce were promulgated. They gained their legal status by provisions of Grand National Assembly legislation enacted on April 22,1925.</p> <p>Established in 1954, the Aegean Chamber of Industry is the first and the only regional chamber and is active in 64 different industrial branches with a total active membership of around 4.500 companies.</p> <p>The Aegean Region Chamber of Industry, since its establishment, has been at the serving to accelerate industrial activities in the region, to extend technical assistance to entrepreneurs who intend to engage in industrial investments, to establish organized industrial zones and thus to serve regional and national economic development.</p> <p>The Aegean Region Chamber of Industry has the privilege of being the first Chamber in Turkey to receive the Quality Certificate TS-ISO 9000.</p> <p>In 1996 The Aegean Region Chamber of Industry received the certificate of International Accreditation and in 2014, the KalDer Aegean Region Quality Excellence Award and Turkish Excellence Prize in the category of Services and Public Management.</p>
Contact	Türker ADAKALE, Research Office Unit
Country	Turkey turker.adakale@ebso.org.tr
Organization	İzmir Development Agency (İZKA)
Name	
Description of the organization	<p>İzmir Development Agency (İZKA), since its establishment in 2006, has been working in all fields of social, economic and cultural development of İzmir region, together with private sector, public bodies and other stakeholders. İZKA's main activities include regional planning and strategy development, clustering and innovation policy development and implementation, promoting İzmir's business, investment and tourism opportunities and providing financial and technical support.</p> <p>Vision: A forerunner and effective Agency in sustainable local development with an international reputation</p> <p>Mission: To develop and implement participative tools which will mobilize local potentials within an overall approach for İzmir's sustainable development</p> <p>İzmir Development Agency is a member of the following international organizations:</p> <ul style="list-style-type: none"> • The European Association of Development Agencies (EURADA) • The Competitiveness Institute (TCI Network)

	<ul style="list-style-type: none"> • The World Association of Investment Promotion Agencies (WAIPA) • The Euro-Mediterranean Network of Investment Promotion Agencies (ANIMApment)
Contact	H.İ. Murat ÇELİK, PMP- Head of Planning, Programming and Coordination murat.celik@izka.org.tr

Country	Turkey
Organization Name	Vela Partners
Description of the organization	<p>Vela Partners is a technology investment group, composed of four partners, supported by senior technology, commercial and legal advisors. The main focus of the group is software, investment sizes generally ranging between angel and VC levels. Nonetheless, due to the team’s vast experience, financial capability and wide network, Vela considers investments in any segment of the information and communication technologies (ICT) sector, including internet and technology-enabled businesses, in companies of any size.</p> <p>The team members bring decades of hands-on management and development experience in both large and small technology firms. They are well versed in the creation of software enterprises, startup investments, product development, problem solving, research and analysis, company valuation, investment banking, fund management, and relevant legal matters, both in developed countries and emerging markets.</p> <p>The group invests in disruptive technologies, innovative ideas, niche segments, and most importantly in promising individuals, with an aim to contribute to the development of the enterprises. Though these firms and their entrepreneurs continue to have managerial independence, Vela acts as a strategic partner, providing support in crucial areas such as strategy, planning, product development and distribution, productivity, finance, geographic expansion, legal issues and network, as well as capital. The group has a deliberate policy to carry a compact investment portfolio, which enables it to focus on and extend strategic support to each company.</p> <p>Vela’s permanent presence and strong network in global ICT and financial centers such as San Francisco and London give it an edge not only in following the latest trends in technology but also in securing the subsequent rounds of funding for its investments. The group has ventures in computing</p>

	<p>bastions such as Silicon Valley as well as emerging markets like Istanbul.</p> <p>ICT4D, development informatics and inclusive innovation are the main drivers behind Vela's focus on developing nations and underprivileged populations. The group enforces a strict constancy of purpose in its actions, with a view toward the development of individuals, enterprises and societies.</p>
Contact	<p>Murat IHLAMUR, Co-founder</p> <p>murat@vela.partners</p>

Country	Turkey
Organization Name	İzmir University of Economics
Description of the organization	<p>İzmir University of Economics, which is the first foundation university in İzmir and in Aegean region, was established in 2001 by "İzmir Chamber of Commerce Education and Health Foundation" in accordance with the provisions of Turkish Republic Constitution, Law No: 2547, Higher Education Law and Regulations about Foundation Higher Education Institutions. İzmir University of Economics aims to nurture individuals who are creative and entrepreneurial, dedicated and wholly committed to Atatürk's principles and reforms.</p> <p>The University currently has 8 Faculties, 2 Schools, 3 Vocational Schools, 3 Graduate Schools, and 9 Research and Application Centers.</p> <p>The Basic Values of the Institution are:</p> <ul style="list-style-type: none"> -Participation; the fostering of an academic environment, which is universal, flexible, pluralist, transparent and open to collaboration. -Innovation; to take part in interdisciplinary research and development activities, which are effective, creative and on the leading edge of new discoveries, -Social Responsibility; to be responsible within the community by effectively managing its social resources in the production and dissemination of universal knowledge, -Perfectionism; to consistently focus on the best possible outcome in every activity.
Contact	<p>Taylan Özgür DEMİRKAYA, Responsible person for Entrepreneurship</p> <p>taylan.demirkaya@ieu.edu.tr</p>

Country	Turkey
Organization Name	İzmir Institute of Technology
Description of the organization	<p>İzmir Institute of Technology is one of the state universities in Turkey and one that was established in 1992 with a view to offering a high level of education and carrying out research in technological fields. The medium of education at our Institute is English. It is one of the two Turkish institutes of technology, which are the most advanced models of technical universities in today's world. Having first started with graduate programs in 1994 in the center of İzmir, the faculties have been admitting students to undergraduate programs as well since 1998. By 1999, the institute gradually started moving to its campus area in Urla near Gülbahçe village from the center of İzmir, where it had functioned since its foundation. The institute, covering approximately 3,500 hectares of land, has a closed area of about 132,000 square meters for educational and research activities and it is still developing. İzmir Yüksek Teknoloji Enstitüsü" is abbreviated as "İYTE" nationwide and as "IZTECH" in international contexts.</p> <p>Currently, there are approximately 370 research projects supported by the State Planning Office (abbreviated as DPT in Turkish) and the Scientific and Technological Research Council of Turkey (abbreviated as TÜBİTAK in Turkish). Additionally, nearly 500 research projects are backed by IZTECH Research Funds. Thus, it wouldn't be an exaggeration to say that the Institute enriches the world science by contributing to universal knowledge. Apart from this, in accordance with its mission to encourage production of high added value, the Institute is also home to the İzmir Technology Development Zone, which has become synonymous with the institute itself. Within this zone, about 150 firms operate in their relevant fields, which gives students the chance to both take part in the research and serve their internships. In this way, they sometimes enjoy the privilege of making future work contacts or even start their professional lives by setting up their own businesses within the zone.</p>
Contact	Aykut HOCAOĞLU, Vice General Manager of İzmir Technopark aykut.hocaoglu@iyte.edu.tr

Country	Turkey
Organization Name	BIC Angels
Description of the organization	<p>They are building a reliable environment for startups to grow with the mentorship, contacts, experiences and investments of their angels.</p> <p>As BIC Angels, they are interested to make investments in various business models from web based to mobile services such as SaaS, marketplaces, Fintech, Adtech – Brandtech – big data, Edutech, and other digital projects.</p> <p>BIC Angels aims to meet the needs of startups from their seed to early growth stages growing within an investment range of up to 1-2 Million TL.</p> <p>Direct Cash Injection by BIC Angel Investments: As BIC Angels, they make angel investment to startups thanks to significant number of investors they have within their network.</p> <p>Co-investment with Other Investors: For projects that are attractive but require high investment budgets they also do co-investment options with other angel networks or institutions such as family offices or venture capital firms. Also co-investment provides experience and network of other valuable investors.</p> <p>Finding Second Round Investment: Their services accelerate growth of the company and help it to get ready for the next round financing. Using their network within Turkey and abroad, they support startups to finalize the early growth phase and search for capital.</p>
Contact	Dr. Joachim Behrendt, Founder-Angel Investor bic@bicangels.com

Apart from the above local stakeholders in the Academy-hosting countries, the consortium has links with the following relevant organisations.

Country	France
Organisation name	Sophia Business Angels
Website	http://www.sophiabusinessangels.com/en
Description of the organisation	<p>Business angels are physical persons who invest their personal funds in young startups with innovative concepts to help them succeed.</p> <p>The SBA is a group of Business angels which identify, accompany and finance local, national or international startups with great potential of growth. For that purpose, the members invest individually in the companies which they wish to support, by acquisition of a minority stake in the capital to leave a maximum of freedom to the project leaders.</p> <p>The contribution of Business angels goes beyond their financial support because they also give to the entrepreneur their skills, their experience, their relational network and a part of their time.</p> <p>So far, there are 40 members from 10 countries and working in real collaboration to target the innovative startups whatever is the sector of activity, from finance to biotechnologies including the technologies of the computing.</p>
Contact (e-mail, address, etc.)	Alix de Bressy de Guast, infoprojet@sophiabusinessangels.com

Country	France
Organisation name	Startup 42
Website	www.startup42.org
Description of the organisation	<p>Startup42 is a non-profit accelerator designed by EPITA to offer hacker teams with a good idea the skills and opportunities they need to become startup founders.</p> <p>Twice a year, 7 new startups are accelerated by SU42 during a 4-month program. These startups are selected for their skills, their cohesion, their mindset, their vision of the market, their fit with the market and, eventually, their startup idea. To be able to apply to Startup42, there needs to be at least one founder in charge of coding the first version of the product.</p> <p>During the acceleration the startups find some help to: go from a good idea to a minimum viable product, validate their initial market hypothesis, and present their product to the world. These goals are achieved through the following services: serendipity mentorship from entrepreneurs; workshops with experts from specific industry fields; sessions with investors and corporates; a community working space within the EPITA campus; and 500k€ in perks from our partners.</p>
Contact (e-mail,	

address, etc.)	
----------------	--

Country	France
Organisation name	PACA Est Incubator
Website	http://en.incubateurpacaest.org/
Description of the organisation	<p>The Paca-Est Incubator is a non-profit organization supervised by a Board of Directors and employing a permanent team of 5 people.</p> <p>The incubator provides support in various forms including advice, funding and office space during the company's early stages.</p> <p>From the project in the mind of the entrepreneur to the first sales of the company, Incubateur Paca-Est helps the entrepreneurs to check and understand better their market, hire the right profiles for the right places in their team and find the money to fuel the rocket!</p>
Contact (e-mail, address, etc.)	contact@incubateurpacaest.org

Country	France
Organisation name	PACA Est Incubator
Website	http://en.incubateurpacaest.org/
Description of the organisation	<p>The Paca-Est Incubator is a non-profit organization supervised by a Board of Directors and employing a permanent team of 5 people.</p> <p>The incubator provides support in various forms including advice, funding and office space during the company's early stages.</p> <p>From the project in the mind of the entrepreneur to the first sales of the company, Incubateur Paca-Est helps the entrepreneurs to check and understand better their market, hire the right profiles for the right places in their team and find the money to fuel the rocket!</p>
Contact (e-mail, address, etc.)	contact@incubateurpacaest.org

Country	France
Organisation name	Belle de Mai Incubator
Website	http://www.belledemai.org/
Description of the	"Explore, innovate, initiate" Belle de Mai incubator is there to support your start up

<p>organisation</p>	<p>project!</p> <p>Belle de Mai Incubator is the only French incubator to be labeled by the Department of National Education, the Department of Research and Technology, in the specific field of digital industries and contents. It is a national non-profit organization which hosts and stands along projects coming from France and from abroad.</p> <p>Acting from the starting point of the economic projects, even before the incorporation, Belle de Mai incubator acts as a real starter in the firms' structuring process by developing for itself, as well as for the projects it supports, a culture of cooperation and exchanges.</p> <p>True center of technological transfers, the Incubator is the permanent and privileged interface between projects and research laboratories whose skills and results are valorized. Through the creation of innovating firms, its missions are to innovate in digital technologies; to create and anticipate new practices; to control the transfer of knowledge and know-how; to valorize research.</p>
<p>Contact (e-mail, address, etc.)</p>	<p>incubateur@belledemai.org</p>

<p>Country</p>	<p>France</p>
<p>Organisation name</p>	<p>Belle de Mai Incubator</p>
<p>Website</p>	<p>http://www.belledemai.org/</p>
<p>Description of the organisation</p>	<p>“Explore, innovate, initiate” Belle de Mai incubator is there to support your start up project!</p> <p>Belle de Mai Incubator is the only French incubator to be labeled by the Department of National Education, the Department of Research and Technology, in the specific field of digital industries and contents. It is a national non-profit organization which hosts and stands along projects coming from France and from abroad.</p> <p>Acting from the starting point of the economic projects, even before the incorporation, Belle de Mai incubator acts as a real starter in the firms' structuring process by developing for itself, as well as for the projects it supports, a culture of cooperation and exchanges.</p> <p>True center of technological transfers, the Incubator is the permanent and privileged interface between projects and research laboratories whose skills and results are valorized. Through the creation of innovating firms, its missions are to innovate in digital technologies; to create and anticipate new practices; to control the transfer of knowledge and know-how; to valorize research.</p>
<p>Contact (e-mail, address, etc.)</p>	<p>incubateur@belledemai.org</p>

Country	France
Organisation name	Creative Valley
Website	http://www.creative-valley.fr/creative-valley-eng
Description of the organisation	<p>Creative Valley helps entrepreneurs with innovative projects get through initial hurdles in starting a business using a wide range of services from mentoring and coaching to space solutions, with a focus on technology innovation.</p> <p>Creative Valley distinguishes itself from other incubators by having links with projects initiator at their very beginning from students to big companies to make them collaborate. Partners with over 20 schools and universities, hosting around 40 startups and 20 artists, Creative Valley acts as a network and gives access to various resources to constitute and nourish projects' teams.</p> <p>Creative Valley proposes different spaces and infrastructures. Each site, connected to its own environment and resources, can be an inspiring place to look for new partners. Connecting these physical sites, Creative Valley offers an incubation program which includes training sessions, seminars, mentoring and coaching.</p>
Contact (e-mail, address, etc.)	Via this link .

Country	France
Organisation name	Le Tarmac
Website	http://www.inovallee.com/tarmac-pepinieres/
Description of the organisation	<p>Tarmac is a technological incubator that facilitates business development of early-stage technological start-ups. Its ambition is to accelerate their time to market and to achieve their economical success, thanks to a global offer that associates: all inclusive business spaces with advanced services and support, a booster program to perform in their marketing, financial, technological or management challenges, and an easy access to business networks, higher education resources and innovation tools.</p> <p>A hundred of events are organized each year to animate the community, develop links with other booster's programs, and enhance local and international business connections.</p> <p>To succeed, Tarmac has developed a strong partnership strategy and cooperates weekly with all the value-chain actors and clusters that work together to develop innovative business creation.</p> <p>From the beginning (2 years ago), 45 start-ups have been boosted by Tarmac, 150 jobs created, and more than 10 M€ raised with industrial partners and VC's</p>
Contact (e-mail, address, etc.)	Via this link

Country	France
Organisation name	EM Lyon
Website	http://www.em-lyon.com/en/emlyon-enseignement-entrepreneuriat/business-school/L-incubateur-emlyon
Description of the organisation	<p>The role of EM Lyon Business School’s incubator is to support and bolster a company’s creation and activity in the early stages (initialization, design, experimentation, seed and initial development). The incubator provides support through lean start-up, storytelling and pitching methods.</p> <p>It develops 2 main programs. First, the Pre-INCUBATION PROGRAM , for START UP: a Program for innovative projects holders, executives, researchers and scientists willing to become entrepreneurs. Second, the INCUBATION PROGRAMS including Booster (Pitch, feedback, storytelling, business model, business team, learning lab, experimentation, strategic and technical mentoring...) and Digital Booster (sectorial acceleration program for BtoB digital companies in partnership with Axeleo and Cegid).</p>
Contact (e-mail, address, etc.)	Via this link

Country	France
Organisation name	Montpellier BIC
Website	http://www.invest-in-montpellier.com/entrepreneurship/soft-landings
Description of the organisation	<p>Montpellier BIC supports innovative young companies with high growth potential. The BIC’s goal is to place startups at the center of an integrated service and resource offering to speed up their take-off and turn them into success stories within 3-5 years. The 160 startups integrated in 3 incubation sites: Cap Alpha (Life Sciences, CleanTech), Cap Omega (Digital) and MIBI (International companies) are able to take advantage of excellent working conditions in order to accelerate business opportunities and raise funds. In the last 29 years, Montpellier BIC has supported over 600 startups. Within the past 5 years alone, it has helped them raise more than \$84M in funds. According to the UBI Global* index, Montpellier BIC is the unique French incubator ranked in the world top 10. Since 2008 it has been certified InBIA SoftLandings Program. The InBIA** designation is awarded every 2 years to incubators having specialized programs for helping foreign companies break into international markets.</p> <p>*UBI Global (Research organization with more than 1200 well known incubators around the world)</p> <p>**InBIA (International incubators network based in the USA with 1000 members)</p>

Contact (e-mail, address, etc.)	contact@entreprendre-montpellier.com
---------------------------------	--

Country	France
Organisation name	Eura Technologies
Website	http://www.euratechnologies.com/en
Description of the organisation	<p>EuraTechnologies is a digital business hub/a digital startups accelerator, which helps entrepreneurs, innovative brands, tech startups & companies get started, grow, succeed and achieve huge scale, to compete in the global market, through innovative & homemade accelerator programs.</p> <p>EuraTechnologies works with an important network of PARTNERS, universities, labs, mentors, successful entrepreneurs, investors and 5 offices worldwide. With more than 140 French & foreign companies, EuraTechnologies aims at becoming the most complete French ecosystem for local and worldwide entrepreneurs.</p>
Contact (e-mail, address, etc.)	simondeprez@enaco.fr

Country	France
Organisation name	Fast Forward Normandie
Website	http://en.ffwdnormandie.com/
Description of the organisation	<p>FFWD Normandie is conducted by an efficient team of business developers and professionals renowned in their fields. It helps you to expand your network, to reinforce your growth strategy and to achieve your goals.</p> <p>You are a promising company and now you plan to start a new business development phase. Are you ready to make these changes to reach your new targets? FFWD Normandie is made for you !</p> <p>It's a unique meeting place for an intensive coaching and mentoring program with funding opportunities, dedicated to high potential companies in all sectors of activity. It is also a program supported by a pool of regional, national and international mentors and experts. This is a great opportunity to communicate on your company and to develop your business faster. It grants access to the FFWD Normandie Investor's club (VC's, BA's, Corporate venture) and to a dedicated demo day (FFW' Day) in front of French and international investors. It can provide a dedicated funding booster Roadshow to meet your future investors.</p>
Contact (e-mail,	contact@ffwdnormandie.com

address, etc.)	
----------------	--

Country	France
Organisation name	Telecom Bretagne
Website	https://www.telecom-bretagne.eu/incubateur/home-en/
Description of the organisation	<p>Telecom Bretagne is one of the top engineering schools in France: with 430 researchers in 9 departments, it conducts leading-edge research in all areas of information technology and communication. Since 1998 we operate an incubator deeply rooted in our school's DNA. We empower our scientific staff, engineers and students to transform their ideas and researches into businesses. We also welcome entrepreneurs (with no prior link with our school) to work on startup projects in connection with our labs. From the idea to the first phases of growth, it offers entrepreneurs: office spaces within premium facilities, custom mentorship, business basics and startup-oriented education, access to finance, R&D expertise and regular meet-ups.</p> <p>In Rennes, we expect candidates on the themes of excellence we address on the campus : cybersecurity, IoT, tools for developers & software. In addition to the classic incubation package, we will provide selected startups with access to experimentation resources, R&D mentors and rich networks of research, industrial and business partners in these fields, as well as pools of young engineers trained on these technologies. Startups we work with on these topics today: cyber security, IoT, tools for developers and software.</p>
Contact (e-mail, address, etc.)	marianne.laurent@telecom-bretagne.eu

Country	France
Organisation name	Usine IO
Website	http://en.usine.io/
Description of the organisation	<p>Usine IO – Playground for Hardware engineers and designers. Usine IO is a membership-based service that provides members from all over the world (entrepreneurs, SME's, research labs, large corporations) with access to tools, vested industrial networks, services, equipment, instruction, and a team of supportive & experienced people (Design for manufacturing, electronics, hardware design, CAM & CAD). The one-stop shop for any product idea to grow into a prototype or a manufactured product or what we call in-house "Design for Manufacturing/prototyping as a Service ".</p> <p>In addition to workshops and offices, the team of full-time experts (product design, electronics, design for manufacturing and CAD) provides advice and guidance during the development of our members' projects.</p> <p>Usine IO acts regularly as an on-demand design & production engineering office and a</p>

	<p>training center dedicated to ideation, design, prototyping, manufacturing and distribution. We incubate, accelerate, give support and guidance to 350 hardware projects every year.</p> <p>Usine IO's 1500 sqm facility in the center of Paris includes a fully equipped prototyping workshop, meeting rooms, coworking spaces, technical, material and processes libraries available to our members.</p>
Contact (e-mail, address, etc.)	Via this link

Country	France
Organisation name	X-Up
Website	https://www.polytechnique.edu/en/supporting-and-encouraging-entrepreneurs
Description of the organisation	<p>X-Up is an early-stage accelerator for technological and innovative startups. It provides 6-months, renewable once, acceleration cycle to up to 15 startups of various sectors: IOT, hardware, data science, artificial intelligence, robotics, healthcare, fintech, cleantech, etc. The process is heavily based on mentoring, that is adjusted on a case by case basis, and is developed around high-level workshops inciting the circulation of ideas. Accelerated startups work in close interaction with the École Polytechnique ecosystem (N°1 Best French "Grandes Écoles" in Science and Technology, N°4 World Best Universities for Global Executives): students, researchers, laboratory staff, teachers, institutions promoting technology and research, corporate companies, etc. This program is hosted on-campus, in "LA FIBRE ENTREPRENEUR", a new 2,600 m² space providing a unique spot for creation, experimentation and prototyping, education, incubation, and exchanges with investors. To prepare their future developments, they benefit from an international network of accelerators and incubators, partners and alumni (including entrepreneurs, investors, Major Group's CEOs, etc).</p>
Contact (e-mail, address, etc.)	Via this link

Country	France
Organisation name	Telecom Paris Tech
Website	http://paristech-entrepreneurs.fr/
Description of the organisation	
Contact (e-mail, address, etc.)	Via this link

Country	France
---------	--------

Organisation name	Telecom & Management SudParis Entrepreneurs
Website	incubateur.telecom-sudparis.eu/en/home/
Description of the organisation	<p>Télécom & Management SudParis Entrepreneurs is an incubator within a group of two public higher education institutions: Télécom Ecole de Management, Télécom SudParis, and shared with ENSIIE.</p> <p>Founded in 1999, the Incubator has accompanied 150 IT companies that have created more than 1,300 jobs.</p> <p>The mission of our incubator is to participate in the creation of the best IT start-ups through excellence in entrepreneurship coaching, mentoring and assistance.</p> <p>Our Business Incubator is :</p> <ul style="list-style-type: none"> - An open structure to all innovative IT entrepreneurs and/or young businesses regardless of their academic background, - 12 months of « customized » services provided by IT specialists and successful entrepreneurs - a unique service in the Paris metropolitan area, - 1000 m² of office space in 2 different spots in the Paris Region, - A community of selectively chosen, young Start-Ups (almost 25 start-ups all the time), - Access to our Alumni Network (more than 15000 active members all over the world), - International workshops in London and Silicon Valley,
Contact (e-mail, address, etc.)	Via this link

Country	France
Organisation name	Le Connected Camp
Website	http://leconnected.camp/
Description of the organisation	<p>Le Connected Camp is an IoT startup accelerator based in the most dynamic IoT ecosystem in Europe : the IoT Valley. Thanks to more than 60 dedicated mentors from the ecosystem, we always find an expert that fits to one of your startup problem in a few hours.</p> <p>When it comes to your acceleration we'll focus on two goals : first put your IoT startup on the business launchpad. Having the best product is nice. Selling it gets even better. We'll help you through this process thanks to the large network of big companies whose are already looking forward to doing business with you.</p> <p>Then get your prototype ready for industrialization. Prototyping has become much faster than it was before but when it comes to industrialization you know how hard it's going to be. We have plenty of mentors and experts ready to de-risk your supply chain.</p> <p>As we were founded and managed by entrepreneurs for entrepreneurs we provide you</p>

	the best environment to stay focus on your business.
Contact (e-mail, address, etc.)	

Country	France
Organisation name	Skema Business School
Website	http://www.skema.edu/
Contact (e-mail, address, etc.)	dominique.houdayer@skema.edu (Paris campus) campus-sophia@skema.edu (Sophia Antipolis campus) directioncampuslille@skema.edu (Lille campus)

Country	France
Organisation name	ESSEC Business School
Website	http://www.essec.edu/en/
Contact (e-mail, address, etc.)	Via this link

Country	France
Organisation name	EM Lyon
Website	http://www.em-lyon.com/en
Contact (e-mail, address, etc.)	Via this link

Country	France
Organisation name	HEC Paris
Website	http://www.hec.edu/
Contact (e-mail, address, etc.)	dircom@hec.fr

Country	France
Organisation name	Grenoble School of Management
Website	http://en.grenoble-em.com/
Contact (e-mail, address, etc.)	info@grenoble-em.com

Country	France
Organisation name	Neoma Business School
Website	http://www.neoma-bs.com/en/
Contact (e-mail, address, etc.)	Via this link

Country	France
Organisation name	INSEAD Business School
Website	https://www.insead.edu/
Contact (e-mail, address, etc.)	digital.communications@insead.edu

Country	France
Organisation name	France Business School
Website	http://www.france-bs.com/
Contact (e-mail, address, etc.)	info@france-bs.com

Country	France
Organisation name	Telecom Management School
Website	http://www.telecom-em.eu/en
Contact (e-mail, address, etc.)	promotion@telecom-em.eu

Country	France
Organisation name	INSEEC Business School
Website	https://www.inseec-bs.com/
Contact (e-mail, address, etc.)	Amandine Baillet, abaillet@inseec.com

Country	France
Organisation name	Kedge Business School
Website	https://kedge.edu/
Contact (e-mail, address, etc.)	Via this link

Country	France
Organisation name	Institut Supérieur de Gestion
Website	http://www.isg.fr/
Contact (e-mail, address, etc.)	daphne.caby-baer@isg.fr

Country	France
Organisation name	ESCE International Business School
Website	http://www.esce.fr/ecole-commerce/
Contact (e-mail, address, etc.)	Via this link

Country	France
Organisation name	EDC Paris Business School
Website	http://www.edcparis.edu/
Contact (e-mail, address, etc.)	informations@edcparis.edu

Country	France
Organisation name	EBS Paris Business School
Website	http://www.ebs-paris.fr/management-school/
Contact (e-mail, address, etc.)	www.ebs-paris.fr international@ebs-paris.com

Country	France
Organisation name	ISEG Business & Finance School
Website	http://bfs.iseg.fr/paris
Contact (e-mail, address, etc.)	contact@iseg.fr

Country	France
Organisation name	IAE Nice Graduate School of Management
Website	http://unice.fr/iae/fr/lecole/accueil
Contact (e-mail, address, etc.)	Via this link

Country	France
Organisation name	Faculty of Law, Economy & Management of Catholic West University Angers
Website	http://www.uco.fr/l-universite/facultes-instituts/faculte-de-droit-economie-gestion-51775.kjsp?RH=SITE1_RP1-RS10-FR
Contact (e-mail, address, etc.)	deg@uco.fr

Country	France
Organisation name	France Digitale
Website	http://www.francedigitale.org/
Description of the	Our mission is to create a France that is fertile for the growth of startups and for the

organisation	<p>emergence of tomorrow's digital champions. Our values are those of our members.</p> <p>Only code of conduct imposed, come as you are. We defend what is good for you and your business by representing startups with public decision-makers in France, Europe, and around the world.</p> <p>We are strengthening the community with many publications and exchanges of experience among all entrepreneurs and digital investors.</p>
Contact (e-mail, address, etc.)	Via this link

Country	France
Organisation name	France BlockTech
Website	http://www.franceblocktech.org/
Description of the organisation	<p>The French association France BlockTech was launched on the initiative of a group of startups and actors from the world of blockchains, distributed ledger technology and digital currencies in order to federate the actors, startups blockchain and blockchainpreneurs French around a same vision, Promote and develop the ecosystem, interact with the media and public authorities with one voice, and collectively build a sustainable ecosystem for designers and users.</p>
Contact (e-mail, address, etc.)	hello@franceblocktech.org

Country	France
Organisation name	Cabinet Start Up
Website	http://www.cabinetstartup.fr/
Description of the organisation	<p>Continuing to boost the entrepreneurial spirit of polytechnicians and encourage meetings between experienced entrepreneurs, young start-ups and students, is the goal of the polytechnic students who are members of the Start-up Cabinet of the École Polytechnique.</p> <p>At the origin of this adventure, twelve polytechnic students of the 2012 class, who wanted for the first time to create a concrete link between the student associations of the X and the entrepreneurial world. This is how the first Start-Up weekend of the Ecole Polytechnique takes place in March 2014: 143 registered and 54 hours to come up in all 21 projects, some of which have turned into beautiful success stories: we can quote Optimiam Or even Mapster, winners of this first Start-Up Weekend.</p>

Contact (e-mail, address, etc.)	Via this link
---------------------------------	-------------------------------

Country	Russia
Organisation name	National Business Angels Association (NBAA)
Website	http://rusangels.ru/en/naba/index/
Description of the organisation	<p>NBAA is a Russia-wide trade association for business-angels, seed funds, and other early stage VC market players.</p> <p>NBAA was created in 2009 by 4 major national angel groups. By now its membership base consists of 18 full and 5 associated members, representing some 85% of the organized part of the Russian early stage VC market.</p> <p>NBAA is officially supported by a number of key private and state organizations, including Russian State Corporation for Nanotechnology (www.rusnano.com), Russian State Venture Company (www.rusventure.ru), and Russian Venture Capital Association (www.rvca.ru).</p> <p>In early 2011 NBAA joined EBAN as a Russian member federation of business-angels, seed funds, and other early stage market players.</p> <p>In 2015 NBAA joined The Global Business Angels Network (GBAN) as a founding member. GBAN represents a global community of business angel networks and organizations coordinated by the Global Entrepreneurship Network, Inc. (GEN). GBAN brings greater public awareness and engagement to the role that business angels play in helping new firms start and scale.</p>
Contact (e-mail, address, etc.)	Vitaly Polekhin, vitaly@polekh.in

Country	Russia
Organisation name	Russian venture Capital Association
Website	http://www.rvca.ru/eng/
Description of the organisation	<p>Russian Venture Capital Association (RVCA) – first in Russia professional organization which unites the PE&VC funds’ representatives.</p> <p>The RVCA activities is aimed at promotion of the Russian private equity and venture capital (PE&VC) market formation, the innovative activity intensification, and the competitive growth of real economy sector of Russia increase.</p>

Contact (e-mail, address, etc.)	rvca@rvca.ru
---------------------------------	--

Country	Russia
Organisation name	IT Park Kazan
Website	http://itpark-kazan.ru/en
Description of the organisation	<p>The Republic of Tatarstan completed the construction of IT-park, high -technology technopark, in October 2009. In the Russian Federation IT-park has become the first technopark to propel and develop IT entrepreneurship. The network of IT-park was built within the State program “High Technology Technoparks Creation in the RF” implemented by the Ministry of Communications of the Russian Federation.</p> <p>The major goal of high-technology technopark creation is the ambitious development of IT industry as a part of Russian economics trough adopting intellectual and financial resources.</p> <p>The IT-park network is designed as a smart building with an up-to-date technical infrastructure. It shows the unique business platform for the ICT development in the Republic of Tatarstan.</p> <p>IT-park is located in the business center of Kazan. Modern interior design as well as the wide range of telecommunications and services provides efficient work and growth of the technopark. The IT-park network secures both start-up and advancing IT entrepreneurship with all favorable conditions for their business. Resident companies have access to all essential resources for effective action during the period of devising, shaping and presenting a new product to the market. They include cutting-edge technologies, services and equipment as well as research and assets base.</p>
Contact (e-mail, address, etc.)	it.park@tatar.ru

Country	Russia
Organisation name	GVA
Website	http://gva.vc/
Description of the organisation	
Contact (e-mail, address, etc.)	Valentina Podgaynaya valentina@gva.vc

Country	Russia
Organisation name	Accelerator NUMA
Website	https://moscow.numa.co/
Description of the organisation	
Contact (e-mail, address, etc.)	Olesya Kostrykina, omiko92@yandex.ru

Country	Russia
Organisation name	Business Incubator of Moscow State University
Website	http://www.inmsu.ru/ru/
Description of the organisation	
Contact (e-mail, address, etc.)	daryshenka@yandex.ru

Country	Russia
Organisation name	Business Incubator of Higher School of Economics
Website	http://inc.hse.ru/
Description of the organisation	
Contact (e-mail, address, etc.)	mikhail.erman@gmail.com

Country	Russia
Organisation name	Internet Initiatives Development Fund
Website	http://www.iidf.ru/
Description of the organisation	
Contact (e-mail, address, etc.)	dkalaev@iidf.ru

Country	Russia
Organisation name	Graduate School of Management of Saint Petersburg University
Website	http://gsom.spbu.ru/en/
Contact (e-mail, address, etc.)	office@gsom.pu.ru

Country	Russia
Organisation name	Lomonosov Moscow State Univeristy
Website	http://en.mgubs.ru/
Contact (e-mail, address, etc.)	mail@mgubs.ru

Country	Russia
Organisation name	Moscow International Higher Business School MIRBIS
Website	http://mirbis.ru/en/
Contact (e-mail, address, etc.)	Via this link

Country	Russia
Organisation name	IBS Moscow
Website	http://eng-ibda.ranepa.ru/
Contact (e-mail, address, etc.)	Via this link

Country	Russia
Organisation name	International Management Institute of Moscow
Website	http://www.imisp.ru/en/about/
Contact (e-mail, address, etc.)	do@imisp.ru

address, etc.)	
----------------	--

Country	Russia
Organisation name	Plekhanov Russian University of Economics
Website	http://www.rea.ru/
Contact (e-mail, address, etc.)	intmobil@rea.ru

Country	Russia
Organisation name	Higher Economic School of Saint-Petersburg State University
Website	http://www.hes.spb.ru/
Contact (e-mail, address, etc.)	hodachek@hse.spb.ru

Country	Russia
Organisation name	Higher School of Business of Kazan Federal University
Website	http://mba-kazan.ru/en/
Contact (e-mail, address, etc.)	mbakazan@kpfu.ru

Country	Russia
Organisation name	Business School of Ural Federal University
Website	http://mba-urfu.com
Contact (e-mail, address, etc.)	mba@mba-urfu.com

Country	Russia
Organisation name	Baikal International Business School - Irkutsk State University
Website	http://www.buk.irk.ru/english/
Contact (e-mail, address, etc.)	Tatyana M. Bezryadina (Executive Assistant to Director), BIBS@irk.ru

Country	Sweden
Organisation name	Almi Invest
Website	http://www.almi.se/Almi-Invest/
Description of the organisation	<p>Almi Invest invests in companies with scalable business ideas and opportunities for long-term growth. The companies should have the ability to compete both nationally and internationally, and there must be a clear customer need. We are looking for motivated entrepreneurs and teams with the ability to build successful growth companies.</p> <p>Almi Invest Sweden's most active investors in young growth. The portfolio consists of about 400 growth companies in many different industries. We have a high rate of investment and invests in approximately 70 new companies per year. With the support of experienced investment managers, asset and network we are creating opportunities for companies to grow and compete in a global market.</p> <p>Almi Invest has over 40 investment managers located across the country. With our regional presence and national coverage, we reach out broadly to the early company and have the opportunity to bring together companies and investors all over Sweden.</p> <p>Almi Invest is a subsidiary of ALMI AB. In Almi Invest fund structure includes eight regional venture capital companies.</p>
Contact (e-mail, address, etc.)	johan.crona@almiinvest.se

Country	Sweden
Organisation name	Almi Invest
Website	http://www.almi.se/Almi-Invest/
Description of the organisation	<p>Almi Invest invests in companies with scalable business ideas and opportunities for long-term growth. The companies should have the ability to compete both nationally and internationally, and there must be a clear customer need. We are looking for motivated entrepreneurs and teams with the ability to build successful growth companies.</p> <p>Almi Invest Sweden's most active investors in young growth. The portfolio consists of about 400 growth companies in many different industries. We have a high rate of investment and invests in approximately 70 new companies per year. With the support of experienced investment managers, asset and network we are creating opportunities for companies to grow and compete in a global market.</p> <p>Almi Invest has over 40 investment managers located across the country. With our regional presence and national coverage, we reach out broadly to the early company and have the opportunity to bring together companies and investors all over Sweden.</p> <p>Almi Invest is a subsidiary of ALMI AB. In Almi Invest fund structure includes eight regional venture capital companies.</p>

Contact (e-mail, address, etc.)	johan.crona@almiinvest.se
---------------------------------	--

Country	Sweden
Organisation name	Connect Sverige (Connect Sweden)
Website	http://connectsverige.se/
Description of the organisation	<p>Connect Sverige give the opportunity to growth companies to test and present their ideas to the market, get valuable advice and contacts that also provides the ability to raise capital.</p> <p>Connect Sverige is a private initiative of non-profit. Operations are based on voluntary contributions from industry, universities and other organizations that help with skills, experience and valuable contacts.</p> <p>Connect Sverige has been around since 1999 and has regional offices operating in large parts of the country.</p>
Contact (e-mail, address, etc.)	André Johansson, andre.johansson@connectsverige.se

Country	Sweden
Organisation name	MINC
Website	http://minc.se/
Description of the organisation	Minc is the hub for startups and entrepreneurs in Southern Sweden. They offer business development, creative workspaces, an international network, mentors with relevant competence, coaching and various programs for entrepreneurs and businesses that wants to grow with a base in Malmö.
Contact (e-mail, address, etc.)	Joel Larsson, joel@minc.se

Country	Sweden
Organisation name	Fast Track Malmö
Website	http://www.fasttrackmalmo.com/
Description of the organisation	Fast Track Malmo is an accelerator that helps amazing startups launch their product, meet great mentors, get investment and enter the international market. It is a joint project by Minc, ALMI Invest, Malmö Startups and Invest in Skåne, all working to improve the startup scene in the south of Sweden.

Contact (e-mail, address, etc.)	Joel Larsson, joel@minc.se
---------------------------------	--

Country	Sweden
Organisation name	Malmö startups
Website	http://www.malmostartups.com/
Description of the organisation	Malmö startups aims to build a startup community in southern Sweden. They organise more than 40 startup related event per year for people interested in startups. They also help startups and investors meet.
Contact (e-mail, address, etc.)	Jérémie Poirier, jeremie@malmostartups.com

Country	Sweden
Organisation name	Think Accelerate
Website	http://thinkaccelerate.com/
Description of the organisation	Think accelerator is specialised in helping early stage startups build their first prototypes, and get the first important users. At the end of the programme, startups should be ready to talk to investors to go to the next level. They are located in the Greater Copenhagen region but they also have an office at Mindpark, one of Sweden's most creative, exotic and friendly co-working spaces.
Contact (e-mail, address, etc.)	Alexander Bastien, alex@thinkaccelerate.com

Country	Sweden
Organisation name	Stockholm Business School
Website	http://www.sbs.su.se/english/
Contact (e-mail, address, etc.)	info@sbs.su.se

Country	Sweden
Organisation name	School of Business, Economics & Law of University of Göteborg
Website	http://handels.gu.se/
Contact (e-mail, address, etc.)	Via this link

address, etc.)	
----------------	--

Country	Sweden
Organisation name	Jönköping International Business School
Website	http://ju.se/om-oss/jonkoping-international-business-school.html
Contact (e-mail, address, etc.)	Via this link

Country	Sweden
Organisation name	IHM Business School
Website	https://www.ihm.se/english
Contact (e-mail, address, etc.)	info@ihm.se

Country	Sweden
Organisation name	Karlstad University
Website	https://www.kau.se/en
Contact (e-mail, address, etc.)	inof@kau.se

Country	Sweden
Organisation name	Umeå School of Business and Economics
Website	http://www.usbe.umu.se/english/
Contact (e-mail, address, etc.)	Via this link

Country	Sweden
Organisation name	Swedish Startups
Website	http://swedishstartups.org/
Description	Our ambition is to unite the Swedish Startup Community into one powerful voice and thereby create the best possible environment for Swedish Startups and Scaleups. As a founding member of the European Startup Network we also make sure that our voice is heard in Europe.

Contact (e-mail, address, etc.)	
---------------------------------	--

Country	Sweden
Organisation name	SUP 46
Website	http://sup46.com/
Description	<p>SUP46 (Start-Up People of Sweden) Regeringsgatan 65</p> <p>Startup Hub SUP46 was founded in 2013 to gather the startup community. Through the world-class ecosystem of investors, advisors and partners, members are offered a competitive advantage.</p> <p>Located in the heart of Stockholm, it is home to more than 60 startups and a natural meeting place for the startup community. Only the most exciting and innovative companies from all over Sweden, within tech, are accepted as members.</p>
Contact (e-mail, address, etc.)	