

BEST PRACTICES

iDEA**lab**

Fostering students' entrepreneurship and open innovation in university-industry collaboration



OVERVIEW



Task 1.1 Reviewing best practice of EU
(living labs, pre-incubators, business accelerators)

Contents

1	Introduction, general findings and conclusions	4
1.1	Pre incubators and Entrepreneurial Labs	4
1.2	Living Labs	6
1.3	Accelerators	8
1.4	Conclusion	9
2	Pre-incubators/Entrepreneurial Labs overview in Europe	10
2.1	Academic Pre-incubator Podkarpacki science – Technology park, Poland	10
2.2	Copenhagen Innovation and Entrepreneurship Lab (CIEL) - Copenhagen, Denmark	13
2.3	ETH Innovation und Entrepreneurship Lab (IE-Lab) Zürich, Switzerland	15
2.4	Centre for Research and Entrepreneurial Lab of service – Bergamo, Italy	16
2.5	Student pre-incubator at the University of Aarhus, Denmark – Centre for entrepreneurship and innovation	17
2.6	Student entrepreneurship incubator - Faculty of Economics and Business, Zagreb	18
2.7	Student business incubator, Zagreb.	19
2.8	E-Lab CDTM- (Center for Digital Technology and Management) in Germany	21
2.9	ESADE Entrepreneurship Lab & ESADE Accelerator in Barcelona (Spain)	23
2.10	Entrepreneurial-Spark Hatchery in Glasgow , Ayrshire and Edinburgh (Scotland)	27
2.11	The Hatchery in Sheffield (UK)	30
2.12	HEC e-Lab and HEC Incubator in Paris(France)	32
2.13	Idea Lab and Student Company in Tartu (Estonia)	36
2.14	Rheingau Founders in Berlin (Germany)	39
2.15	Hatchery Space in London (UK)	40
2.16	Venture-Lab Twente (now Venture-Lab International) & Kennispark in ENSCHEDE (The Netherlands)	42
2.17	Venture-Lab in Lund (Sweden)	48
3	Living Labs Overview in Europe	52
3.1	SILK Social Innovation Lab - Kent /United Kingdom	52
3.2	City Lab Coventry (CLC) - United Kingdom	56
3.3	Halmstad Living Lab – Sweden	59
3.4	Centra Lab – FHV Living Lab - Dornbirn, Austria	63
3.5	Lorraine Smart Cities Living Lab – France	65
3.6	Centra Lab – Ezavod Living Lab - Dornbirn, Austria	67
3.7	Amsterdam Living Lab, Netherlands	69
3.8	Botnia Living Lab - Luleå, Sweden	71
3.9	Centra Lab – Informatica Trentina SpA Living Lab – Trentino, Italy	73
3.10	ISaLL - Intelligent Sensing and Smart Services Living Lab – Coimbra, Portugal	75
3.11	Barcelona Laboratori – Spain	78
3.12	The RECORD online Living Lab – Norway	80
4	Business accelerators overview in Europe	83
4.1	Wayra Business accelerator - Madrid, Spain	83
4.2	TechStars London (England)	85
4.3	Startupbootcamp – London, UK	87
4.4	Startup Wise Guys – Tallinn, Estonia	89
4.5	Seedcamp – Sofia, Bulgaria	91
4.6	Eleven Bulgaria Ltd. in Sofia (Bulgaria)	93
4.7	GameFounders in Tallinn (Estonia)	95
4.8	Hub:raum Berlin (Accelerator Program) in Berlin (Germany)	97
4.9	Launchub in Sofia (Bulgaria)	99
4.10	NDRC Launchpad in Dublin (Ireland)	101

1. Introduction, general findings and conclusions

1.1 Pre-incubators and Entrepreneurial Labs

GENERAL:

Key features of pre-incubation in higher education institutes are analyzed in this paper, by examining good practices in supporting potential entrepreneurs to turn a science or technology-based business idea into a viable business.

Purpose: First reason why incubators have been developed is to address the obstacles that academics often see regarding entrepreneurship. University of Bielefeld in Germany had established first pre-incubator at 1997. That incubator was designed to qualify and coach academic entrepreneurs.

Field of operation: Some of the entrepreneurial lab and pre-incubators supported focus on the earlier 'idea' end of the spectrum while others are more focused on supporting 'start-up'. Interestingly, while the different stages of support are apparent, they are not always explicitly or obviously set out to potential participants, chicklets and incubates.

PEOPLE:

Participants - The target groups of a pre-incubator are students, young graduates and researchers of higher education institutes. The objective of pre-incubation is to support future entrepreneurs from the academic environment to establish and manage a successful business, leading to the creation of viable start-ups, the increase of spinoffs from the academic environment and in general the creation of an entrepreneurial culture in higher education. A pre-incubation process is often part of the services offered by a science-based business incubator that is linked to a higher education institute.

Student projects - the selected case studies also showed combination of different approaches by field. There was a broad divide between the entrepreneurial labs/pre-incubators that were as open/generalist in the support offered to participants, chicklets and incubates and those that tended to be more niche – predominately in the area of tech start-up. Some of the entrepreneurial labs/pre-incubators had streams for lone entrepreneurs while others only accepted teams – especially those targeting growth where a team was considered a prerequisite.

SPACE:

Many of the entrepreneurial labs/pre-incubators also included some form of start up space, typically in the form of a hot desking area that was available on a shared basis. Some of the incubators offered a structure programme of support – some of which were more comprehensive/compulsory while others were more ad hoc/optional. In some cases these served as milestones for participation, although the consequence of missing milestones was not apparent. Other entrepreneurial labs/pre-incubators did not offer 'wrap-around support' but did run master-

classes and associated programmes of support that participants, chicklets and incubates could participate in.

Relation to the University - In the majority of the examples there is some link between the entrepreneurial lab/pre-incubator and a university, either directly or as a partner, however the differential nature of the relationship needs to be understood. In some instance the entrepreneurial labs/pre-incubators were embedded within departments while others are institutional wide and some pan institutional. As well as those a number of entrepreneurial labs/pre-incubators that was directly associated with universities there were also examples that had universities as partners and others that had no link.

Of those entrepreneurial labs/pre-incubators that had links a university, a selling point was considered to be access to the infrastructure, facilities and expertise within the university. In some instances there was more evidence of this than in others, however, one point of contention relating to this is the role of other support mechanisms in universities – such a technology transfer offices – to support tech start-ups.

Typically where there was a link with a university the section process was restricted to current students and recent graduates – defined as within 12 months to three years of graduation. For the majority of the entrepreneurial labs/pre-incubators, whether there was a pre-affiliation as a student or graduate, there was an application/screening process, although it was not clear from the desk research about the degree to which this screening served as a barrier to participation or not.

In terms of the support offered, the most common mechanism of support was premised around mentoring which is unsurprising. Some of the incubators had established external networks of mentors while others tended to use in-house expertise to support the development of entrepreneurial ideas and growth of entrepreneurial start-ups. The involvement of the core team in supporting the participants, chicklets and incubates was varied across the case studies, as in some cases they were experienced entrepreneurs where as in other the support was more that of a coordinator, facilitator and/or manager.

RESULTS:

The effectiveness of the entrepreneurial labs/pre-incubators reviewed was difficult to evidence. While the majority identified a number of successful start-ups that graduated from the entrepreneurial lab/pre-incubator there is not systematic information available on the performance of start-ups, funding raised etc. Across the case study entrepreneurial labs/pre-incubators the start-ups created were highly varied in nature, ranging from high-tech high growth potential businesses to low growth potential lifestyle businesses. As such it is not simple to identify best practice across the case studies although the completed case studies do showcase a range of good practice and different approaches towards start-up and incubation.

1.2 Living Labs

GENERAL:

Purpose: The key purpose of the analysed labs - mostly attached to a university - is on supporting students; first, by building their knowledge through courses and exploring authentic problems by means of hands-on learning. Second, by helping them grow their ventures at any stage of development.

Beyond that basically all labs are meant to foster collaboration among students, faculty, entrepreneurs, and members of the related communities. As such, they provide an arena for different stakeholders to meet and get involved in innovation, as kind of a neutral platform and co-creation space for partners.

Further, many labs aim to offer their knowledge of facilitating innovation processes to primarily companies, non-profit organizations, municipalities, other academic partners. Through successful innovations they also provide added value to the consumer.

Field of operation: About half of the analysed living labs have a clear focus on a certain area where ideas should be generated and evolved. The topic health was mentioned very frequently (well-being and health, health technology, global public health, health and sciences, health futures). Second, the field of energy is a focus of many labs (energy efficiency, sustainable energy, climate change, ecology, renewable energies). Issues related to social issues rank third, comprising topics such as social innovation, social and cultural entrepreneurship, or e-government. Media is a further topic mentioned several times, in the form of creative media/user driven contents, media futures, design futures, social Media analytics. Furthermore, three labs specialize on future cities (urban living, smart cities, smart cities). Beyond that, different kinds of technologies were mentioned as focal areas, e.g. IT, 3D printing, mobile devices, cloud platforms, industrial and logistics development, virtual reality, robotics, internet of things. Further issues include education futures, work futures, digital media, and sustainable mobility.

PROCESS:

Phases: About half of the labs have a clear process that participants of the lab should apply. These usually follow a design cycle or the typical phases of a product development process. A typical example is: "Observe, brainstorm, synthesize, prototype, implement, repeating as necessary". An alternative approach is to distinguish foundational learning (university courses), experimental learning (student projects), and venture incubation as three subsequent phases.

Activities: Almost all analysed labs include several forms of activities: instruction, student projects, competitions, workshops, and other activities.

Instruction covers courses focused on innovation and entrepreneurship, entrepreneurial excellence programmes (study programme majors e.g. green innovation in cities), and innovation pedagogic courses for university teachers.

Student projects: Usually, student projects constitute the central activities of the living labs. Generally, these include the following activities: create ideas, develop concepts for solutions to

problems, transform ideas into working prototypes, build and assemble parts, demonstrate the projects. Apart from that, some labs offer special student projects such as working with social entrepreneurs on real world problems, cross-university education programmes with a thematic focus and real-life cases provided by industry partners (innovation challenges).

About one fourth of the labs organize student competitions, also in the form of weekend-“hackathons” or “ design challenges” that provide technical support, mentorship and prizes to students developing prototypes, applications and business ideas.

Almost all labs also offer some kind of workshops and seminars with different foci: e.g. targeted to mentor foresight and innovation methodologies and related professional skills, workshops for professionals, product workshops, workshops that bring together students, executives, artists, entrepreneurs, scholars and policy makers to generate innovation on a specific problem that yields useful new processes or products.

Other activities include excursions to vibrant start-up ecosystems, e.g. to the silicon valley or social innovation development projects, start-up career fairs, one-on-one, office hours with experts-in-residence and partner law firms, as well as research that combines theory and practice.

Methods: Almost all described methods relate to the involvement of users when developing ideas and solutions. Design Thinking was mentioned several times, the other methods are described only occasionally: ethnographic, observational research, emotional timelines, face to face consultation, usability lab, surveys, questionnaires, tests, evaluation and validation, open observation of users in the open space, reflect upon issues, discuss and brainstorm with users, story writing and idea generation, collaborative experimentations to develop working prototypes through assessment and feedback. At some labs communication with users is also done through online social networks such as facebook and twitter; websites and forums are used to encourage users’ participation in sharing their opinions, comments, ratings, e.g. by running idea voting jams. Other methods which are being applied comprise strategic foresight, design research, visualization and prototyping techniques, future workshops, personas, scenarios, mock-ups, and image boarding.

PEOPLE:

Participants of lab activities are almost exclusively students, as the focus was on selecting living labs attached to universities. The analysed community innovation labs have all kinds of community members as key participants. Mostly, the labs are open to students from all faculties, even though the lab may be run by a certain faculty or school.

Partners: Nearly all labs involve different kinds of partners in their activities: Most labs partner with corporate, non-profit and government-sector organizations, mostly located in their regions (e.g. small business development centres) to develop their projects. The students get a better understanding of applying these methods in a real life context, while the partners deepen their own innovation methodology and benefit from innovative ideas, solutions, and access to potential future staff. Experts from the industry are also involved as mentors and through 1 on 1s offered to students.

Staff: Usually the lab is attached to one of the faculties of the related university. Staff consists of

operational staff to help with projects, sometimes also developers and designers from the lab team or hackers in residence to give advice and guidance. Nearly all labs additionally have a committee of faculty professors as a kind of steering team and to offer courses and workshops for students.

Users: In some of the labs, users are explicitly integrated. Details can be found in the section on “methods”.

SPACE:

Premises: The available space varies widely, from one classroom to 3,000 square meters. Almost all analysed living labs comprise different areas for different purposes: exemplary is the separation into three areas: open lobby area with café and flexible furniture (as meeting space), multimedia presentation and lecture hall for events (as presentation space), flex-space area for registered student teams (as working space). Open studios as classrooms usually contain tables, chairs, projectors, screens. Often there are separate conference rooms and workspaces for students. Few labs offer own project storage space for individual teams. Many labs have floor-to-ceiling “wall-talkers,” essentially whiteboard wallpaper, drop-down partitions to divide the space into two spaces. Some few also offer kitchen facilities.

Non-technical resources: Almost all labs comprise whiteboards; some in the form of hanging whiteboards which can be moved on rails to any point around the room for continued learning. Some few offer other experimentation and low-tech prototyping materials such as wood, cables, paper, glue, and colours.

Technical resources: Most analysed labs offer just basic equipment such as computers, beamers, (3D-)printers, loudspeakers, screens, and WLAN.

Some of the labs have a strong focus on technical development and provide all kinds of technical equipment: -Examples include mobile carts delivering tablet PCs, data acquisition equipment, video projectors positioned around the room, wall-mounted cameras, a tabletop touch-screen computer, a large-format plotter for creating CAD drawings and presentation-size posters, 3D printers, fully equipped manufacturing facilities: wood, plastics, and similar materials, a variety of wood saws, a drill press, and large layout tables, machining equipment, more traditional shop equipment such as welding setups, horizontal and vertical band saws, and layout tables where students can assemble parts, or CAD/CAM (computer-aided design/computer-aided manufacturing) stations.

1.3 Accelerators

The accelerator phenomenon is growing worldwide, with an ever-increasing number of active programs primarily in the United States but also in other parts of the world. First accelerators were found in US, and the first accelerator was Y Combinator, started in Cambridge, Massachusetts, in 2005. Many others followed firstly in US, and later on in Europe and other parts of the world.

A business accelerator is an intensive (usually 3 months) business program which includes mentorship, educational components, networking and aims at growing business rapidly, ending in demo-day. Usually an entrepreneur moves into a shared office space with other new founders

for a period of time to work under the tutelage of advisors and experts to grow their business rapidly. In exchange for the expert mentoring, exposure to investors/future capital and cash investment that entrepreneurs get from the accelerator, the entrepreneur gives a portion of his or her company's equity to the partners of the program and for this reason is often called a "seed" or "venture" accelerator.

Accelerators overcome one problem that occurs in incubators, the fact that incubation process can be rather extensive, sometimes spanning several years. Accelerators open for everyone, but selection criteria are highly competitive.

The accelerator programmes consist of five elements:

1. Funding, typically to the seed level
2. Company founders - small teams with technical backgrounds
3. Each cohort is supported for a defined period of time
4. Education programme - focusing on business advice, product advice
5. Networking programme - to meet and/or contact other investors and advisors

1.4 Conclusion

In conclusion, it is very important to note that pre-incubators, entrepreneurial labs and accelerators are essential for the development of business orientation of students and their ability to think in the entrepreneurial mindset. Although these three setups offer different support and put emphasis on different processes, they share the same belief that students have ideas that could grow into successful business if they develop in the right context.

During their involvement in pre-incubators and entrepreneurial labs, students use different methods and tools and learn how to develop their concepts and think about new businesses. In the cooperation with the mentors and teachers, students learn how to write good business plan and how to realize their business ideas. In living labs and accelerators, students can go further with learning how to enter the business realm and they can experience early stages of commercial engagement.

Since there is a chance for students to obtain relevant experience in these places, experience that is significantly more practical and affirmative than the classic academic involvement, it may be advised to universities to put a lot of effort into establishing or joining these initiatives, in order to activate their students and help them grow to successful entrepreneurs.

2 Pre-incubators Entrepreneurial Labs overview in Europe

2.1 Academic Pre-incubator Podkarpacki science – Technology park, Poland

GENERAL:

Academic Pre-incubator as an integral part of the Sub-Carpathian Science and Technology Park (PSTP) was created in order to improve the competitiveness of the economy, the implementation of modern technologies and management expertise and capital.

The primary purpose of the pre-incubator is to stimulate the development of multifunctional Subcarpathian province based on the ideas of innovation and technology transfer through the synergistic use of regional research potential, economic and infrastructure.

To fulfil the purposes of the Academic Pre-incubator a project partnership under the name of “Innovation Factory” is being implemented. “**Innovation Factory**” offers support for entrepreneurial capital to implement innovative ideas with high potential market, though risky business - granted under the Innovative Economy Operational Programme

The main objectives of the Academic Pre-incubator PPNT are:

1. Creating attractive conditions for conducting business by creating Pre-incubator in which future successful entrepreneurs will be cared for by experts from management, marketing, finance, etc.;
2. Intensification of cooperation between science and industry;
3. Supporting research in existing universities and institutes;
4. Construction of flexible links between science and business practice, initiating contacts and transfer of technology;
5. Overcoming barriers scientific cooperation with entrepreneurs;
6. Concentrating instruments to support technological entrepreneurship and development of small and medium-sized innovative companies through financial aid programs, technical and advisory services;
7. Concentrating instruments specialized in innovation activities in human and financial resources.

The primary objective of the project “Innovation Factory” is to increase the number of companies in five Polish regions: Subcarpathian Province, Warmia and Masuria, Pomerania, Silesia and Central Poland, acting on the basis of innovative solution.

Pre-incubator offers comprehensive support to students, graduates and academic staff of universities whereas regional delegates prepare them to function in a free market conditions.

PROCESS:

When we talk about phases of incubation, there are two:

- Phase I: pre-incubation (support during the pre-incubation can be up to 200 thousand. zł);
- Phase II: the recapitalization of a new company.

Activities used in each of the phases are:

Phase I: During the pre-incubation market research, analysis and valuation will be conducted necessary to ensure that the idea to create a company is valid.

Pre-incubation process is the search, selection and evaluation of the idea together with the originator. It includes the construction team that investigates the competence of its members, agreement to the initial conditions for admission to the incubator structures, preparation of the project under evaluation of the Steering Committee (SC).

“Innovation Factory” during the pre-incubation offers support and training for the future entrepreneurs in terms of:

1. Regulations (e.g. Protection of copyrights, patents, analysis of the idea);
2. Compliance with applicable laws;
3. Financial information - accounting professional business consulting;
4. Business planning;
5. Evaluation of projects;
6. Principles of operation, market research, product marketing;
7. Pr companies;
8. Principles of functioning of the capital market;
9. The valuation principles of the capital;
10. Recruitment of staff;
11. Technical advice in the field of technical analysis, expert opinions, test prototypes;
12. Support for the introduction of new technology on the market;
13. Search for investors;
14. Building sales channels.

Phase II: the recapitalization of a new company - stage capital entry is to create, together with the originator independent legal person (company law) by isolating the structures of the incubator company and facilities (fixed assets, intangible assets). In the end the company will be financed amount to 200,000 euros.

Pre-incubator is supported and was created through the implementation of the Rzeszów Regional Development Agency project p/n “Creating Podkarpacki Science - Technology Park PPNT - Stage I”. The investment was funded by the European Regional 10 Development Fund and the state budget within the Sectoral Operational Programme Improvement of the Competitiveness of Enterprise.

Leader of the project “Innovation Factory” is the Foundation for Economic Society – Social. This Pre-incubator is aimed at students, graduates, academics and others who have an innovative idea or are the creators of innovative technology and are interested in their commercialization.

PEOPLE:

Current incubees are the following:

- MIKOMP Jan Urjasz
- CREATIVE "The World of Advertising" W. Prokopiak, M. Semen SC
- Superior Level Ltd.
- GrupaW& W Ltd.
- FOTOACC Gregory Łobodziński
- Association "From Knowledge to the Future"
- PURPOSE Test Equipment Poland Sp.Ltd.
- Solveo Ltd.
- PILC - Dr.Ing. Joseph Grzybowski
- Avionics Certification Laboratory Equipment PRz

Partners of this pre-incubator are:

- Rzeszow Regional Development Agency (RARR)
- University of Warmia - Mazury (UWM) Olsztyn,
- Polish - Japanese College of Technology (PJIIT) Warsaw
- Warsaw University of Technology (WUT)

Pre-incubator building is located on the Main Campus of the Technical University of Rzeszów, on a plot of approximately 27 acres.

SPACE:

The general premises of this pre-incubator are:

- A building of the pre-incubator Academic PPN-T and has 8 spaces of production and service an area from 42.95 m² to 44.58 m² for tenants.
- Tenants have access to the Internet and telephone, and, in addition each of them has a sink and water heater.
- Besides, it has 3 offices with an area of 17.33 m², 19.33 m² and 25.81 m² with basic office equipment such as: desk, wardrobe, two chairs, access to the Internet and telephone.
- The pre-incubator buildings are 3 production halls (63.87 m², 77.53 m² and 158.51 m²). Each hall has an access to the Internet and telephone, and moreover, is equipped with a sink, water heater and additional heaters.
- Pre-incubator also offers a boardroom with area of 52.22 m². Equipment: computer, data projector, screen, flipchart, internet, air conditioning.

Non-technical resources

Pre-incubator also offers training and workshops. For example Department of Manufacturing Engineering and Process Rzeszów University of Technology offers training in TRIZ - Theory of Solving Innovative Issues. Purpose of the training is to learn the Theory of Solving Issues Innovative TRIZ based on conscious management thinking and focused on the search for solutions to the problem analyzed. As a part of the services offered by the Academic Preincubator Podkarpacki Science and

Technology Park free individual counselling for students, graduates and academics who want to start a business is conducted. Also the pre-incubator provides free information services for entrepreneurs and those wishing to start a business. Services are provided in person, by phone or over the Internet.

Preincubator also offers loan funds for small businesses in the Subcarpathian province. Entrepreneurs can apply for a loan for business development intended to cover its capital expenditures, purchase of fixed assets or supplement assets. The maximum loan amount is 100 000 zł.

MOST SUCCESSFUL PROJECTS:

1. APFARM Sp. Ltd. - APFARM Sp. Ltd. is a modern form of business that offers services, advice and assistance to businesses and individuals, who are experiencing intensive professional life, and are thus repeatedly, exposed to situations seemingly hopeless situations. The portal www.apfarm.com.pl is also set to help those who, for various reasons cannot afford to have direct contact with their clients - for example, a law firm.

2. ICELO Sp. Ltd.- The company's mission is to organize the aid to customers of legal services by professional lawyers, tax advisors in a form that allows the client immediate access to legal aid. Legal aid service is implemented in the form of a telephone call, electronic, and ultimately by meeting with an attorney or tax advisor upon request.

3. Data Royal Sp. Ltd.- Data Royal Sp. Ltd. is an IT company specialized in modern technologies that support entrepreneurship. Thanks to the trust of their customers, a substantial effort and certified knowledge based workers, company undergoes a process of continuous improvement. Extensive experience, innovative ideas, and the right way of thinking employed by their specialists allows others to create optimal solutions that contribute to more economical and efficient operation of IT facilities of their customers.

2.2 Copenhagen Innovation and Entrepreneurship Lab (CIEL) - Copenhagen, Denmark

GENERAL:

CIEL is an alliance between three major universities in Copenhagen and embodies their joint efforts to develop and support initiatives within innovation and entrepreneurship for the benefit of the students, industry, research and education within the region.

CIEL works with **3 partner universities** (DTU – Technical University of Denmark, CBS – Copenhagen Business School, UCPH – University of Copenhagen) and 3 target areas are; Research, Education and Students. Also, there are 9 novel cross university-industry programmes and 90 projects in partnership with faculty, student organizations and business.

Main purpose of CIEL is:

- to provide a neutral platform and co-creation space for our partners
- to aim for creating best practices through a large number of pilot projects
- to build on academic excellence and hands-on learning in creating knowledge-based value
- to create critical mass by pooling the joint potential of partner universities in reaching an international benchmark
- to facilitate horizontal and vertical collaboration at partner universities by demonstrating leadership and encouraging local ownership
- to promote entrepreneurial role models

PROCESS:

Activities of CIEL:

- In research, the Entrepreneurship Research Accelerator (ERA) creates new research alliances and seed-finance for about 20 new I&E research projects.
- In education, they support and facilitate the development of I&E courses.
- For students, they support the development of co-curricular activities and seek development and improvement of support provided by the entrepreneurial eco-system. Startup Spirits is a novel inspirational game for students to become entrepreneurs.

PEOPLE:

CIEL is funded by following partners:

- 1) Next Generation
- 2) Gate to Create
- 3) Den Europaeiske Socialfond
- 4) Vaekstforum

It is important to mention that The Entrepreneurial Lab is run by project managers and the main director.

Partner universities of this Entrepreneurial lab are:

1. Technical University of Denmark
2. University of Copenhagen
3. Copenhagen Business School

International partners:

1. UnternehmenTUM GmbH
2. London Business School
3. SeverinoCenter for Technological Entrepreneurship at RPI
4. Stanford University
5. Stockholm University of Entrepreneurship
6. Aalto University
7. Babson College
8. Mines ParisTech
9. Imperial College Business School



SPACE:

CIEL's **main offices** are located in the Green Lighthouse, innovative and prize winning CO2 building in the centre of Copenhagen's Science City North. CIEL is in strong partnership with some of the world's top universities and research environments. Strong collaboration and knowledge sharing with their partners allows them to leverage their activities and broaden their impact.

Green Lighthouse is centrally located between the campuses and research environments of their three partner universities bringing together engineering, humanities, science, and business.⁷

2.3 ETH Innovation und Entrepreneurship Lab (IE-Lab) Zürich, Switzerland

GENERAL:

The **main fields** of this Entrepreneurship Lab are: engineering, automation, microelectronics, robotics, medical technology, molecular biology, biochemistry, pharmaceuticals, biotechnology, diagnostics.

The offers and services of ieLabs for young entrepreneurs and researchers contribute to the results of scientific research at the ETH University accelerated to make it available to the economy and society and to realize their full commercial value.

The **main purpose** is to develop the entrepreneurial skills of talented young graduates from ETH Zurich.

Also the other goals are:

- 1) To assess the feasibility of potential markets for an idea developed at ETH Zurich
- 2) To establish an intensive exchange with other Pioneer Fellows at the ielab and gain experience
- 3) To forge links with potential alliance partners from industry
- 4) To provide coaching by experienced and successful serial entrepreneurs
- 5) To make the best possible use of the funding programmes available to young entrepreneurs across Switzerland
- 6) To enable young entrepreneurs to set up, organise and develop their own start-up businesses

PROCESS:

Activities of the ETH Innovation und Entrepreneurship Lab (IE-Lab) are:

- 1) Individual coaching by successful entrepreneurs
- 2) Intensive networking to establish links with experienced business figures
- 3) Support for forging partnerships and alliances with industry at an early stage
- 4) Help with finding out about the wide range of funding programmes available for young entrepreneurs in Switzerland
- 5) "matchmaking" through contacts with trainees, postdocs and students at eth zurich
- 6) Access to all the services offered by eth transfer (e.g. Legal matters, contracts, patents)

7) Help with finding follow-up financing for setting up a business

The lab is run by researchers and industry professionals and incubates are students of the ETH, experienced entrepreneurs and alliance partners from the industry. Innovation und Entrepreneurship Lab (ieLab) is part of **The ETH Zurich** which is one of the world's leading technical and scientific universities.

The IE-Lab brings together university students and researchers and partners from industry to promote the development of technology, thus ensuring that new technologies can be made available to the market more quickly.

MOST SUCCESSFUL PROJECTS OF THE IE-LAB ARE:

- 1. RQMICRO** - RQMICRO is the spin-off company in the IE-Lab. They provide services and develop technology for the rapid microbial assessment of water and food.
- 2. VERSANTIS**- Versantis is a spin-off from ETH Zurich, developing a versatile antidote, capable of removing diverse toxic agents from the organism. With its innovative approach, Versantis aims at saving patients from metabolic intoxications, and from prescription and illicit drug overdoses.
- 3. WILD BIENE + PARTNER**- This company is also a spin-off company in the ie Lab. They are realizing projects from the agriculture, conservation, research around the wild bees.

2.4 Centre for Research and Entrepreneurial Lab of service – Bergamo, Italy

GENERAL:

This Centre aims to carry out research, training and experimentation on the subject of entrepreneurship.

The aim of the centre is to deepen the role of the entrepreneur and entrepreneurship as a key resource for cheap development of business and systems from different perspectives, so as to develop and aggregate a set of knowledge that can be the basis for:

- A better understanding of issues related to the creation of new enterprises and the role played by entrepreneurs;
- Interventions designed to promote an entrepreneurial culture and provide support to those who want to start a venture or already play the role of entrepreneur;

The main purpose is to develop research projects that will help to generate new knowledge on the subject of entrepreneurship in Italy.

PROCESS:

Present activities of the centre are focused on three projects:

- Design and development of a business incubator, in collaboration with the Science and Technology Park KilometroRosso
- Ocri - Permanent Observatory of crisis and restructuring of enterprises
- OPRI - Observatory on professions

PEOPLE:

Research partners are the following companies:

- Montello – Industria del Recupero e Riciclo
- EXVI – Financial advisor
- Impresa Pandini Bergamo

SPACE:

The Entrepreneurial Lab is part of the Universtia degli Studi di Bergamo.

In its activities the centre also aims to be a point of reference for comparison between the University and the world of business and entrepreneurs. This applies to both the realization of research projects in collaboration with the private sector, both in seminars on entrepreneurship, as well as in training initiatives geared towards entrepreneurs.

2.5 Student pre-incubator at the University of Aarhus, Denmark – Centre for entrepreneurship and innovation

GENERAL:

The main fields of this pre-incubator are entrepreneurship, innovation and entrepreneurship in the field of culture, education and business.

The entrepreneurial skills centre, CEI, which is part of Aarhus University, has during recent years, established itself as a bridge between theoretical research and practical application in society. As well as offering entrepreneurship courses and knowledge exchange, CEI offers knowledge-based services within entrepreneurship that can help students develop their desire to create and become successful entrepreneurs. One of these services is The Student Incubator at Aarhus University.

Their **goal** is to participate in the establishment of innovative and viable businesses. Generally speaking, they work on strengthening the students' entrepreneurial behaviour, enabling them to create value for themselves and society.

The main purpose is to create an ecosystem that would enable entrepreneurial seeds to blossom and grow up into sustainable, profitable companies.

One of the CEI's initiatives is the Spin-IN project that has been set up in collaboration with The Danish Industry Foundation (Industriens Fond).

CEI hooks an established company up with a start-up company where the entrepreneur “moves in” with the established firm for a while. The goal is for the two companies to enter into an equal collaboration where they both offer their skills and experiences for the benefit of the other part.

SPACE:

Student incubator is supported by the University of Aarhus and represents its integral part. The Student Incubator is open to all students at Aarhus University and offers, amongst other things, workshops where students participate in an intensive 6-week 21 course where they are helped to start up their own company. The students work with everything from generating an idea to business models and sales techniques.

Spin-IN project is aimed at student entrepreneurs currently studying at a Bachelor or Master’s level. CEI also focuses on entrepreneurship as an academic discipline by offering courses in entrepreneurship at various faculties at the University.

Student incubator offers **non-technical resources:**

- 1) Entrepreneurship Workshop - is for people who want to get started as an entrepreneur, or have an idea that they would like to put into practice.
- 2) The Sand Box - a 6-week workshop course where one can have the opportunity to try out entrepreneurship in relation to who they are, what they can do and what they dream about.
- 3) Take Off - the opportunity to develop own business project in an inspiring environment (access to office, meeting rooms, a counselor, a coach, crash courses and expertise).

2.6 Student entrepreneurship incubator - Faculty of Economics and Business, Zagreb

GENERAL:

Student Business Incubator is designed as a special form of supporting young entrepreneurs - beginner’s realization of their ideas in the first years of business, by providing office space, computer equipment, Internet access, use of professional help and even the initial funding opportunities.

The main objective of this incubator is to introduce students to different ways of making business plans, key constituent elements of a business plan, entrepreneurial strategies and concepts they need to comply, and many other entrepreneurial options now available to entrepreneurs.

PROCESS:

Typical steps for this incubator are- when student have subject which is called “entrepreneurship” they write a business plans, they learn a lot about entrepreneurship. Members of this student incubator are students who have a large knowledge and who want to participate and develop some new and useful projects.

Activities of this student incubator are:

- organized visits and meetings with successful Croatian enterprises;
- meetings with potential investors;
- Lectures of speakers from prominent American universities who have student incubators on their universities.

Methods and tools used by the entrepreneurial incubator are:

- Providing the necessary knowledge required to understand the entrepreneurial process in a modern knowledge - intensive economy;
- Using knowledge to teach students how to give the best of themselves in this turbulent business environment

The students could participate in this student incubator during the study. Also, they could stay after like alumni. Alumni help students to develop their ideas.

PEOPLE:

Mentors are researchers, professors, industry professionals who came to faculty to teach students in incubator how to develop something, to teach them about entrepreneurship and incubates are students who want to participate.

Partners of this incubator are The Ministry of Entrepreneurship and Crafts, The Croatian Agency for Small Enterprise and Investments, Development Agency Zagreb, company Hewlett-Packard, The Croatian Forests, Europatrade and Trump University.

SPACE:

Student Business Incubator is located at Centre for Postgraduate Studies at the Faculty of Economics and Business. The one uniqueness about this incubator is that the students can learn how to write a good business plan. That is very important for them because some of their subjects are closely connected with task how to produce good business plan.

2.7 Student business incubator, Zagreb.

PROCESS:

Student Incubator's **primary activity** is providing help to students during management of their own companies. By providing business, technical and educational services, it engages students in decision-making and prepares them for the challenges of the business world.

Education group Zrinski, i.e. University College Nikola Subic Zrinski was the first in the Republic of Croatia that recognized the need to establish student companies. They are teaching students how to cope with real competition and how to coordinate their ideas to find their way to market in order to realize a profit.

Course Integrated Management of SMEs is divided into five semesters, in the period from the first to the fifth semester. During the first semester, a student can decide which activities would

be dealt with, then what would be the product / service, who are the customers, and with what resources the designed product/service would be produced. When ideas are collected, students make a summary of the business plan and ultimately the complete business plan. At the end of the first semester students create their own companies.

During start-up of a business enterprise incubators provide significant support to new entrepreneurs (start-ups). New entrepreneurs lack the funds, knowledge and experience that they can gain in UCEEM-NSZ students' entrepreneurial incubator.

Methods and tools used by this pre-incubator are:

1. Free rental space;
2. Financed administrative services starting job;
3. Telecommunications and information services;
4. Assistance in the creation of the business plan and advisory services;
5. Promotion and other marketing services (creating websites, promotion activities through uceem-nsz);
6. Organization of training seminars;
7. Networking of tenants
8. Financial advice and support;
9. Institutional networking;
10. Mentoring of teachers from uceem-nsz;
11. The ability to provide services from one tenant to other tenants in the incubator with favorable prices.

Incubates are students of UCEEM-NSZ and they are supported by professors and teaching assistants. Relation of the university is huge, because students during their classes also learn how to organize and manage their enterprises.

MOST SUCCESSFUL PROJECTS originated from UCEEM-NSZ students' business incubator are:

1. **"Magic Step" Ltd.**-the main activity is organizing events.
2. **"Magical time" Ltd.**– basic activity is mediation in the tourism.
3. **"RukiZrin" Ltd.**– main activity is production and sale of promotional items production of school yearbooks and newspapers online sales promotional office supplies, making and selling greeting cards, business, defining and supporting manufacture and sale of free photos, sale of second hand goods.

2.8 E-Lab CDTM- (Center for Digital Technology and Management) in Germany

GENERAL:

The main field of operation of the pre-incubator is emerging digital technologies.

Vision, focus, priorities, aims of the CDTM is to play a leading role in Germany for creating university spin-offs in the areas of emerging digital technologies. It supports its students and alumni in identifying ideas and helps transforming these ideas into a business context by providing a technological and organisational framework for entrepreneurial projects. The entrepreneurship laboratory (e-lab) allows students to take on the perspective of an entrepreneur by having to solve a real-life strategic problem of a start-up. The students gather insights into how a start-up works by spending one day a week at the according company while working towards a solution for the problem they were given. In addition to these core courses, CDTM offers a variety of elective and facilitation courses on entrepreneurial topics such as the Internet Entrepreneur School, Entrepreneurial Negotiation or Business Planning.

The primary purpose of the pre-incubator of the CDTM is to play a leading role in Germany for creating university spin-offs in the areas of emerging digital technologies. It supports its students and alumni in identifying ideas and helps transforming these ideas into a business context by providing a technological and organisational framework for entrepreneurial projects.

PROCESS:

Typical steps/phases performed in the pre-incubator- The e-Lab (Entrepreneurship Laboratory) facilitates the exchange of innovative ideas and concepts between students and high-tech startups. The elab was initiated by CDTM students inspired by an MIT format and has been developed further ever since. E-Lab puts students in the situation of a jury and coaches to Entrepreneurs: they have to critically assess entrepreneurial concepts, conduct analyses and come up with well-informed quantifiable recommendations for entrepreneurial decisions.

Besides the project work (1 day / week) the course comprises weekly lectures and discussion sessions as well as regular coaching. The weekly sessions cover a variety of issues in young companies, such as marketing with scarce resources, financing a new venture, legal issues etc.

Students (usually in teams of three to four) work together with the top management of high-tech start-ups or innovative Intrapreneurship departments of larger companies (Business Development, Strategic Development) and gain hands-on experience in starting and managing a new venture. The project carried out by the student teams are of strategic importance and deal, for example, with pricing strategies, competitor analysis, financing, market entry, internationalization, etc.

Upon completion of the e-Lab programme, students will have acquired meaningful competences with regard to managing an external partner, structuring abstract problems, critical and precise assessment of entrepreneurial concepts and professional communication. Competencies from previous courses are reapplied and deepened (team work, feedback culture, presentations, project management).

Activities typically performed in each of the phases are:

Sessions	Coachings	Project Work	Facilitation
2 hours+ /week	10 mins+ /week	1 day+ /week	3 courses /semester
<ul style="list-style-type: none"> Learn about finance, marketing, legal aspects for entrepreneurs, project management and more Find out about entrepreneurs and their stories Present your own results to the class and find out what's going on in other projects 	<ul style="list-style-type: none"> Meet up with your responsible CA once a week Discuss current issues and present your ideas to solve them Get feedback and advice regarding your project and course presentations and deliverables 	<ul style="list-style-type: none"> Consult a start-up Work independently and act professional Concentrate on creating value for your client and deliver superb results 	<ul style="list-style-type: none"> Acquire and deepen competencies with regard to professional communication, interpersonal skills and your analytical toolset Get insights into theoretical concepts and have the chance to apply them in exercises but also in your e-lab projects

Methods/tools used for different phases/activities are:

- Interdisciplinary teams of highly qualified students define and process projects of strategic importance for high-tech startups in collaboration with top management.
- Lectures and coaching by experienced entrepreneurs and scientists on recruiting, marketing, sales, finance, etc.
- Building social skills - presentation, team leadership, negotiation, networking
- Students gain both theoretical insights as well as hands-on experience in starting and managing a new company.

Incubates selected for the pre-incubator- E-Lab students usually prepare for their diploma/master thesis in business administration, electrical engineering or computer science. They are enrolled in the Technology Management program and usually in their final term at the CDTM. Therefore they have already finished the previous core courses Trend Seminar and the Managing Product Development.

Pre – incubation process -The programme takes about three/four months throughout the semester (Summer: April to July; Winter: October to February) and is structured into four components. The largest part is the project work of consulting a start-up company. In addition to that there are weekly class-sessions and coaching throughout the semester. Moreover there are various facilitation courses that come along with the e-Lab course

Support that incubates get:

Lecture course and meetings:

- learn about finance, marketing, legal aspects for entrepreneurs, project management and more

- find out about entrepreneurs and their stories
- present their own results to the class and find out what's going on in other projects

Mentoring support:

- meet up with their responsible Coach (Center Assistant) once a week
- discuss current issues and present their ideas to solve them
- get feedback and advice regarding their project and course presentations and deliverable

PEOPLE:

Persons that run the pre-incubator is CDTM Core Team.

Organizations that are mostlythe incubates - Ludwig-Maximilians-Universität München and the Technische Universität München.

Partner institutions- Some projects are linked with local partners.

Pre-incubator location is at the Technische Universität München.

The relation to university - the Center for Digital Technology and Management (CDTM) is a joint interdisciplinary institution of education, research and entrepreneurship of the Ludwig-Maximilians-Universität München and the Technische Universität München.

SPACE:

The e-Lab is not an incubator space but rather programme of mentoring and support but the CDTM has an incubator function.

2.9 ESADE Entrepreneurship Lab & ESADE Accelerator in Barcelona (Spain)

GENERAL:

The main field of operation of the pre-incubator is without limit.

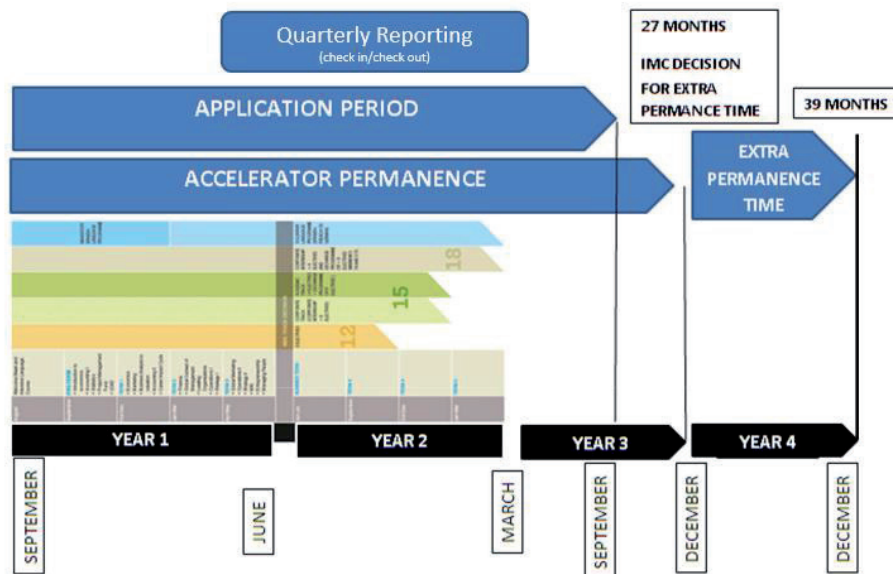
Vision, focus, priorities, aims of the ESADE Entrepreneurship Lab are aims to inspire students about the abundant opportunities in the entrepreneurship domain and to prepare them with actionable knowledge to start new ventures as independent start-ups or within existing organizations.

They believe that an entrepreneurial mindset and a profound understanding of entrepreneurial dynamics and approaches provides the ESADE students with a competitive edge in various job profiles including jobs in finance, consulting, marketing, business development, working in start-ups, fast growth companies or multinationals

The primary purpose of the pre-incubator is to give the E-Lab students hands-on experience entrepreneurship both happens inside and outside the classroom and support the growth of businesses

PROCESS:

The typical steps/phases performed in the pre-incubator,...- If students decide to create their own companies, the E-Lab provides them the opportunity to identify their personal business or non-for profit area to become active in, develop their business ideas with experienced entrepreneurs, validate their business concepts in the market place, obtain access to financing via ESADE's own Business Angel Network and International high profile investors, an own office space in our ESADE's accelerator, and additional support from the international ESADE network.



Activities typically performed in each of the phases-Students meet international high profile entrepreneurs, work on real projects in international ventures, travel to international entrepreneurship hotspots, get taught by high profile practitioners and leading academics, and get a personal entrepreneurship mentor.

Free Services

- Guidance and help on how to create a successful business
- Working space and meeting room
- High speed access to Internet and ESADECREAPOLIS intranet
- Networking with other companies in Creapolis
- Business coaching
- ESADE Faculty advising
- Access to angel investors (ESADE BAN)

Additional Services

- Access to legal service
- IP, Trademark and Patents Advisory
- Government Funding Advisory

Incubates selected for the pre-incubator - Open to all. Application process:

1. Submission by the student of the application form with a brief description of the business project

2. A Committee reviews the submission and decides within 2 weeks
3. Once the project is approved the participant will sign the contract with ESADECREAPOLIS Sales Dept. The participant will receive the keys and will get access to the Accelerator premises and work space.
4. ESADECREAPOLIS Entrepreneurship Manager will provide a brief landing guidance to start using the new space and the specific services we provide. You can “move in” within two weeks.

Duration of the programme - Programme is 12 months max incubator stay is 4 years with quarterly progress reviews

PEOPLE:

Persons that run the pre-incubator are:

MBA Accelerator Academic Director, ESADECREAPOLIS Entrepreneurship Manager, ESADECREAPOLIS Sales Department, MBA Accelerator Programme Manager and MBA Operations.

The mostly incubates- MBAs aiming both for own startups and being entrepreneurs within existing organizations.

Partner institutions - The partners are generally associated with ESADE – the network of entrepreneurs that visit are linked to the MBA programme. There is a link with Barcelona Activa services: advice and consulting that helps provides the following services:

- Receiving visitors
- Receiving Mail
- Receiving and shipping package delivery
- Maintenance of common areas
- Air conditioning
- Use of meeting rooms and classrooms
- Use of seating areas and office
- Security services
- Basic Telephony Services
- Internet Services connective
- Wi-fi in common areas
- Parking area for cars and bikes

The benefits of participating in the Program include:

- Work space and meeting space
- Professional business image: facilities and services
- Access to business coaching
- Access to ESADECREAPOLIS specialized business services
- Right access to tutorials and faculty advising
- Increased credibility with prospective customers and partners
- Networking and collaboration with other companies already settled in ESADECREAPOLIS
- Increased chances for business success
- Access to angel investors

Value-added services:

- Active support of the reference entity
- Ability to access the different programs and business management strategy that organizes Barcelona Activa: Development of strategic plan for business growth , business training in different areas of business management, search support and access to finance ; support for access to internationalization ; actions that promote cooperation between undertakings ; and other programs and services that develop after the detection of new business needs.

SPACE:

The pre-incubator location is in the ESADE accelerator & ESADE business school

Relation to university is ESADE business school project – linked to the MBA

Size of the rooms: The ESADE Creapolis Accelerator has been created to provide resources and services to ESADE students' new ventures. The Accelerator is more than just a working space, having been designed to provide a range of services and guidance to support students' businesses from inception, through each of the vital stages in the process before their eventual launch. Participants in the Accelerator project can take full advantage of a wide range of activities programmed within the E-Lab

The accelerator office is open plan desks with social areas

Non-technical resources that are offered/especially useful/heavily used in the pre-incubator: ESADEs own Business Angel Network and Angel network

RESULTS / MOST SUCCESSFUL PROJECTS:

- 1. Comunitats.com** has developed a software program that allows companies and organisations to create their own time bank and knowledge network to develop, promote and advance projects and ideas in their communities. Launched in the third quarter of 2011 as SaaS, the product already has 10 client platforms (universities and regional governments), but new verticals are also being explored. Teresa Cristóbal, Álvaro Solache and Gabriel Prat form the founding team
- 2. Hotel Ninjas** is an easy-to-use, cloud-based management platform for independent hotels that offers an extensive portfolio of system add-ons (revenue management, channel management, booking engine, etc.). Hotel Ninjas is a good alternative to the outdated, unintuitive management systems used by many hotels. The project was created by Christian Eneström of Argentina and Avi Meir of Israel.
- 3. ViLynx** helps users curate their personal video collection by analysing the key moments in each video. It automatically generates representative summaries of each original video, which can be watched simultaneously or separately (ViBits). ViLynx simplifies the means of recording, storing (locally or remotely), sharing and organising personal videos. The team, which is split between Barcelona and California, is led by Juan Carlos Riveiro, founder of Gigle Networks (bought by Broadcom in 2010), as well as Hendrik van der Meer, Adam Talcott, Oscar Chabrera, HakanFouren and ElisendaBou.

2.10 Entrepreneurial-Spark Hatchery in Glasgow , Ayrshire and Edinburgh (Scotland)

GENERAL:

The main field of operation of the pre-incubator - The Hatcheries is to accept companies from idea stage - up to 3 years trading with a maximum turnover of £1Million for the Hatcheries however for those more progressed

Vision, focus, priorities, aims-There are three start-up spaces, called Hatcheries, in Scotland, home to over 120 entrepreneurs, across Glasgow, Edinburgh and Ayrshire. So far Entrepreneurial Spark have supported over 400 start-ups across Scotland.

Supported by philanthropists, local councils, big business, mentors and partnering entrepreneurial networks to create a growing pool of start-up support. The plan is to develop the vision over the next 3-5 years to have more Hatcheries and start-ups across the UK to broaden the thriving entrepreneurial network and build the future of Global business in turn

The primary purpose of the pre-incubator- With a wealth of talent and ideas in Scotland and the ambition and vibrancy of Entrepreneurial Spark will help to ensure we find and nurture our business leaders of the future.

Required skills - Programme of business support and mentoring focuses on these skills:

ESpark Mind-sets and Behaviours

Mind-sets	Behaviours
Focus, Focus, Focus	Collaboration
Forensic examination of customer & customer's customer	Communication
Re-Imagine the proposition daily	Customer engagement
Outcome thinking - metrics	Taking action always
Know your numbers	Using and developing a relevant network
Be comfortable with being uncomfortable	Selling and pitching
Self-awareness	Opportunity hungry
Confidence with humility	Awareness - always on
Vision	Lean work ethic
Positive thinking - no politics	Intuitive decision making
Emotional engagement - passion	Integrity
Being curious constantly	Working with mentors
Inspired to excel	

PROCESS:

Activities that are typically performed in each of the phases - Participants are primarily based on site during the program to take advantage of the numerous learning opportunities, networking and coaching that will be provided. Being part of the Hatchery is a major commitment participants are expected to realize a 90% commitment to all events listed on the timeline.

One evening per week the Hatchery holds an event hosted by your enabler, whom is compulsory to attend and workshops are available to sign up to.

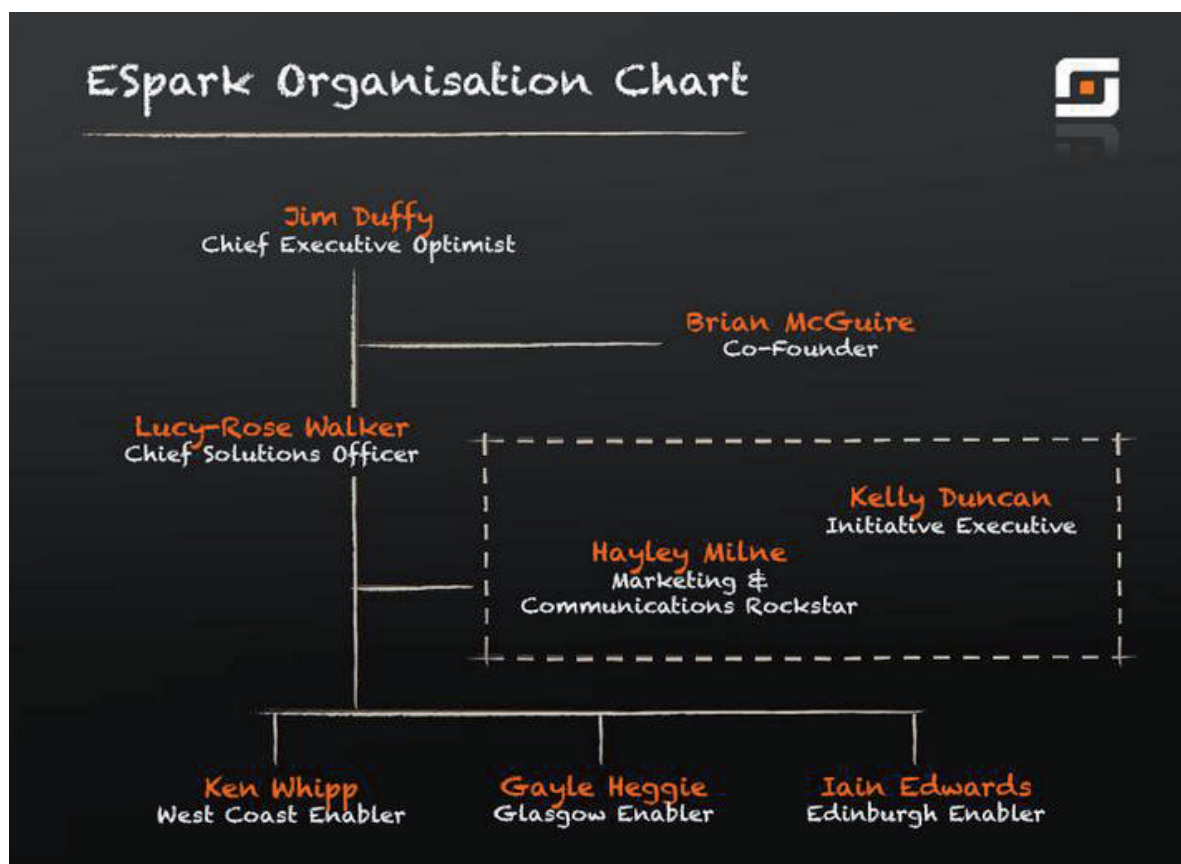
Methods/tools used for different phases/activities - Mentoring is provided with structured thematic workshops on different aspects of start-up activity including marketing, branding, finance. The intention is to provide 'Chiclets' (the name of businesses in the hatchery) with skills and training.

Selection process - online application - entry criteria is a workable idea and a "look in your eye that shouts – I am going to do this"

Duration of the programme -5 months

PEOPLE:

Organizations that run the pre-incubator - Entrepreneurial-Spark® is a private company. It is a social enterprise, not for profit company, that is limited by guarantee. It is registered in Scotland, based in Scotland and will file its accounts in Scotland - but has global ambition.



Who are mostly the incubates?

Open to any potential entrepreneur – no restriction. Home to over 120 entrepreneurs with capacity for over 200 entrepreneurs across our 3 locations.

Partner institutions - Entrepreneurial-Spark are supported by philanthropists including Sir William Haughey OBE, Sir Tom Hunter and Ann Gloag OBE, local councils, universities and big business – with our primary sponsor The Royal Bank of Scotland.

Entrepreneurial-Spark has an extensive and growing mentor network wrapped around our Chiclet companies. Great mentors who are excited about what we are doing and want to pass on their expertise to entrepreneurs starting out are key to their progress and success.

Other ambassadors and partners include PWC, FSB, Glasgow City Council, and others.

SPACE:

Pre-incubator location-Privately refurbished building with open plan serviced offices

Relation to university is: Edinburgh Napier University and the City of Edinburgh Council were the original partners delivering E-Spark hatcheries and Glasgow Caledonian University is now also a partner although not a university venture

Size of the rooms- The Hatchery space is open **Support that incubates get-** Desk space, PCs, phones, IT, wi-fi, meeting rooms, enablement and mentors in a collaborative open plan setup are all provided plan with meeting rooms

Non-technical resources offered/especially useful/heavily used in the pre-incubator are IT, Wi-Fi, desk space.

RESULTS / MOST SUCCESSFUL PROJECTS:

1. Clear Returns is predictive intelligence technology to help clothing retailers reduce returns and boost profits. We spot fraudulent customers, bad product lines and baskets filled with future returns - then we trigger intelligent responses to best tackle this. IBM SmartCamp Winners, Dublin 2012 and I-Com Big Data venture Challenge Winners, Clear Returns helps retailers intelligently protect profits.

2. Swapsy is a new kind of web based marketplace start-up. The marketplace aims to be a premiere online destination for swapping based transactions between consumers, particularly targeting the children's clothing & retail industry in the UK. In the UK alone 3 out of 5 parents throwaway children's clothing, some with tags still on them. On the other 3 out of 10 parents in the UK are willing to buy second hand clothing. This is a gap in the market. We have a group of parents throwing away unwanted clothing and another group of parents who want those clothes. That's where Swapsy comes in. Swapsy is an online marketplace where parents can swap their children's clothing and build relations with Swapsy community partners both online and offline. Our target customers are parents of children between the ages of 0-5.

3. Freedom Brands are a Scottish healthy drinks brand, Gococo Coconut water. We were the first in the world to package coconut water in a PET bottle. Coconut water is the fastest growing new category in the soft drinks sector due to its health benefits. Coconut water is the juice of a young green coconut, it's all natural, healthy packet with potassium, magnesium, low in sugar and fat free which is why it's and absolutely perfect as a natural healthy drink. In 2012 Gococo won two gold stars in the "Great Taste" awards, "Best non-alcoholic beverage" at the Gul-food Awards and we were also a finalist in the "Interbev" awards as the best recovery drink.

2.11 The Hatchery in Sheffield (UK)

GENERAL:

There is no specific field of operation of the pre-incubator.

Vision, focus, priorities, aims- The Hatchery is a Sheffield Hallam produced Enterprise Scheme that helps invent and develop student's ideas and their desire to become self-employed, allowing them the chance to fulfil their dreams. The Hatchery is currently home to 16 businesses, many of which are trading

The primary purpose of the pre-incubator- The space provides student and recent graduate entrepreneurs with free office space to set up their business.

PROCESS:

The typical steps/phases performed in the pre-incubator are- Depending on whether you're a student or graduate the funding varies from £250 – £1200, also depending on which scheme you are entered on to. We can offer all the support and facilities you'll need to get you going with the Graduate Start-Up Grant including £2500 from the start date as working capital to support your business & free business space at The Hatchery - with office equipment, a meeting room & computers. We also give regular quarterly meeting with an assigned business advisor & access to our specialist advisors. The Hatchery also runs a Placement Year Entrepreneurship Scheme for students wanting to be self-employed on their placement year.

Activities that are typically performed in each of the phase- Resident businesses can also access general and specialist business advisors in areas such as law, marketing, accountancy and intellectual property through the Research and Innovation Office.

What kind of support does incubates get? - Last year, Sheffield Hallam supported almost 600 students and graduate from the last five years with their business ventures. This support included

- one-to-one specialist advice
- generous start-up grants and funding
- free 24/7 office facilities in the Hatchery
- workshops and networking events
- support for international graduates
- the chance to win £5,000 through the Enterprise Challenge Competition

PEOPLE:

People that run the pre-incubator are: Staffing and supporting is provided through Sheffield Hallam University.

Mostly the incubates are - Students and graduates of Sheffield Hallam University

They don't have partner institutions.

SPACE:

Location of the pre-incubator-The Hatchery – the business incubator at Sheffield Hallam University - has recently moved to a new home at Level 5 of The Workstation from Sheffield Technology Parks.

The Hatchery is a hot-desking facility, occupiers maybe requested to book a desk through at times of high use. The Hatchery is open 24 hours 7 days a week. Open plan with a private meeting room that can be booked

Facilities include:

- PCs and Macs with specialist software, including creative suites and MS office
- internet access
- printers and scanners
- kitchen facilities

RESULTS / MOST SUCCESSFUL PROJECTS:

1. Meta-Streams is an online education platform that teaches open source technologies in a rich, in-depth, video-based format. Courses will compliment learners wanting to enter game development, graphics programming, and software engineering. Meta-Streams aims to continuously develop a modern and unique platform for teaching open source development, and is open to working with the online community to improve and build its content.

2. TDT – which stands for 'Trans Dermal Technology' – is a nutrition applied and absorbed through the skin. This means the effect is almost instant. Perform faster and stronger with our 'Performance Spray', recover quicker with our 'Recovery spray', and accelerate hitting your goals.

3. SMART Support for Business Limited offers coaching or support for you to take that step back and look at your business strategy, or formalise your business goals and to plan that first step; to understand what is really driving the results and what systems are helping or lacking; helping to give you a better understanding of the people in your team; or maybe even recruiting the right person for your business the first time.

2.12 HEC e-Lab and HEC Incubator in Paris (France)

GENERAL:

The main field of operation of the pre-incubator - Projects are “soft tech” (little or no patents and R & D, incubated companies are essentially service companies) and **innovative**.

Vision, focus, priorities, aims - Launched in September 2013 the program is designed to equip participants with both fundamental and practical skills for starting a venture, either within an organization or from scratch. In an intense and dynamic process, teams of 4 or 5 participants come together to create high-quality ventures in the context of the HEC eLab, an exclusive entrepreneurship lab equipped with state-of-the-art interactive technologies that stimulate creativity and communication. The venture moves forward from inception to business plan completion through hands-on exercises and challenges integrated in course work, as well as through tasks and deliverables scheduled outside of regular courses.

The primary purpose of the pre-incubator is- Throughout the Specialization, you will meet experienced entrepreneurs weekly for mentoring sessions. Collaborating with external parties, such as inventors and business accelerators, will further nurture your entrepreneurial skills. Your team will be expected to elaborate a new business project around an innovative idea based on a differentiating technological advantage. Ideas may be generated by students, partner-institutions focusing on science and technology, established companies or independent inventors. They are screened by the specialization coordinators for applicability as learning tools. As part of the powerful Paris Saclay Innovation Cluster, HEC Paris is able to attract some of the most innovative partners for our students to work alongside.

PROCESS:

Typical steps/phases performed in the pre-incubator- Learning outcomes

- Experience what it takes to become an entrepreneur and commercialize an innovative idea
- Acquire entrepreneurship knowledge and team-based skills through working on an innovative project
- Be able to collaborate with inventors to together develop a promising business idea into a potential venture

Activities typically performed in each of the phases- All specialization courses cohere to provide you with the knowledge you need to apply directly in the venture project you are entrusted. The specialization backbone course gives you an overview of the entrepreneurship and innovation logic, while other courses specialize in more specific topics such as technical product development or entrepreneurial finance. They all contain exercises that make you move your project forward. In addition to courses, mentors offer tailored coaching sessions to individual teams using the eLab as an ideal context to experience a learning-by-doing pedagogy. Courses associated with the entrepreneurship specialization

- Entrepreneurship Backbone
- Development Strategy for Early Stage Companies
- Entrepreneurial finance

- Intellectual property law
- Investing in Science & Technology
- Technical Product Development
- Technology Evolution

Methods/tools used for different phases/activities are:

- **Strategic and operational** 1h30 per month per project for 10 months tutoring, provided by an HEC speaker with experience of entrepreneurship and accustomed to working with project leaders;
- **Access to training** on the attractions of the business (user manual of fundraising, business development, etc.), under the Challenge Program + specially adapted incubated;
- **Workshops/Practices** on topics such as media relations, public aid, creating a brand strategy, relations with his accountant or emailing for example, and on average twice a month;
- **PointEvidence** (3-4 times over the year) where charismatic entrepreneurs come speak without jargon of their entrepreneurship, their difficulties, their tricks!

Some additional services:

- Beginning of the year with a **“green day”**, a small development requirements based on **team-building** (session conducted with a specialist actor of theatre improvisation) and the **media-training**, co-host of BFM Academy)
- Board on the **preparation for fundraising** and linking with an extensive network of Business Angels or Venture-Capitalists, via tutors but also via an **annual forum**, in addition to being an event of presentation of projects our community, bringing
- Together stakeholders from the investment;
- **Group sessions (and uncompromising!) Diagnostic projects** with a teacher HEC-entrepreneur and investor;
- A formal relationship, when we asked, with reporters, the ease **network Alumni HEC Incubator, a qualityaccess** ...;
- Regular information on the ecosystem and its manifestations;
- Free access to local on the campus of Jouyen Josas and reservation in our local Porte de Champerret.

Finally, incubation at HEC is an **atmosphere of “incubator”**, promoting the sharing of experiences and to break the solitude of the contractor. Good humor and rigor trade deals guaranteed!

Selection process - Intake to the HEC eLab programme is in accordance with MBA. There are two intakes per year to the HEC Incubator occurs after several steps to validate that the project sponsors, the project and its state of maturity suitable for selection criteria:

- We exchanged phone to make an initial assessment of the case,.
- If we keep your application, you go in jury selection in our local Porte de Champerret
- And if you have convinced the jury and you are allowed to participate

The main qualitative criteria are:

- demonstrate a real need client side, a real market opportunity

- entrepreneurial spirit and ability to execute or for project
- significant development potential
- value added of incubation for the project

The best time to apply is the seed of the project, when the market opportunity has been sufficiently validated to enable a rapid transition to action. We will accompany you to that taking action is combined with a strong reflection, to build a carrier ambitious project. The will of the HEC Incubator is to allow, within 12 months of incubation, enough to accelerate the development of the project to allow it to get its first customers and prepare a fundraiser.

The HEC Incubator supports projects of innovative services, high potential development, including founding team includes at least one student or graduate of HEC.

Incubation is charged as follows:

- **€ 1,000 including VAT** for a project which the holder is a student of the Great School still under training;
- **€ 2,000 including VAT** for a project which the holder is a graduate of the Grande Ecole, out there under 3 years; or project for which the holder is a MBA participant at the end of academic course or graduate for less than one year;
- **€ 5,900 including VAT** for a project that the wearer is a graduate of the HEC released over 3 years, a graduate of HEC MBA for over a year or graduate HEC Executive Education.

Duration of the programme - The selected projects have a 12-month incubation at the seed stage, in the development of their offering, defining their business model and looking for their first customers and investors.

Incubation is deliberately short and intensive facing the action research of the first customers - and the preparation of the first fundraiser for those concerned. To step back, to question, listening, love incubated share with others: these are some of the qualities of incubated.

PEOPLE:

Professionals that run the pre-incubator are: co-directors of the MBA Entrepreneurship Track at HEC. HEC Paris' incubator and e-Lab have made it a leader in entrepreneurship

Mostly the incubates are -The eLab for MBA entrepreneurship students - privileged space reserved for students enrolled in the Entrepreneurship and Innovation specialization.

Incubator must have at least one student / graduate (young or old) / participant program HEC

Partner institutions: Within this context, and in order to provide students with an appropriate setting for their work, the professors created the HEC eLab, a unique space that was made possible thanks to the financial support of a major donor, Pascal Cagny (former Vice-President of Apple Europe). Participants meet at the e.Lab in teams of 4 or 5 in order to develop high-quality ventures.

A project of this nature required the skills of several teams: Bruno Treca's team; the IT Department, thanks to the collaboration of Jean-Claude Arnouil; and the technical services of SébastienBrosse,

the liaison between the Regional Chamber of Commerce and Industry (CCIR) Facilities Planning and Construction Department (DPI) and the MBA program, and particularly Jessica Ettner, the project manager responsible for the layout of the rooms.

SPACE:

The pre-incubator is located on University campus

The relation to university-HEC University project

All classes and coaching activities within the Entrepreneurship and Innovation specialization take place in the eLab. Here, students are able to come together to create high-quality ventures in an interactive environment. The cutting-edge eLab makes high-tech technology available to our students, as they are immersed in a digital environment that can be adapted to suit different needs: from video conferences to creativity talks and coaching meetings. The eLab also acts as a meeting point where inventors, scientists, venture capitalists, lawyers, alumni are invited to share their ideas and knowledge with our students.

The eLab has three rooms. Two of them boast interactive ultra-short throw video projectors (4 per room), so that several projections can be shown simultaneously during small group work. The video projectors are connected to Apple TVs so that students can use AirPlay or work with iPads or MacBooks (via wireless access).

The third room is set up as a more relaxed space, furnished with couches and low tables with 3 wall-mounted computer screens that laptops can plug into. These screens also have DTT connections so students can watch TV news. Lastly, the students also have access to a large wall-mounted screen (55") for watching DTT or satellite channels.

RESULTS / MOST SUCCESSFUL PROJECTS:

1. BACSAC offers an alternative solution to the constraints posed by the construction of a roof terrace in town: difficulties of transportation, excess weight, but also lack of choice for containers often very high prices. The experiment begins with the planting. A year later they find that good air circulation and water inside the BACSAC promotes plant growth, seems to approach the conditions for planting in the ground. In 2008 company Bacsacdedevelop the concept of closed bags planted.

The BACSAC is a container, it can also become a support for events, for brands.

2. Bird Office is a community platform to book online spaces suitable for meetings and business events. The training room at the press conference, through the boardroom, Bird Office allows online booking workspaces tailored to prices, alternatives to hotels and business centers. By bringing businesses Bird Office allows professionals to provide their spaces often open meetings to benefit from a new source of revenue and expand their professional network. Bird Office: Connecting businesses to find suitable places for business meetings. You offer open space and you want to monetize? Get a new source of revenue and expand your professional network!

3. Wayz-Up reinventing carpool commuting: find your carpool in 1 click, hold you in the last half hour and share your costs fairly. The last three years, carpooling weekend, long distance and

casual, has been democratized through the success of websites linking. But on short and regular trips, mainly commuting and represent the majority of journeys made by car, carpooling does not take off. 30% of employees are willing to carpool but only a very small part of them practice carpooling with colleagues informally. Wayz-Up aims to inform the commuters commuting as successful as carpooling weekend. With a mobile application taking into account the specific constraints of employees in terms of detours, flexible hours and cost sharing, Wayz-Up removes the main obstacles and provides new levers incentive to trigger the transition to the act and perpetuate the practice.

2.13 Idea Lab and Student Company in Tartu (Estonia)

GENERAL:

Description of the business accelerator - Idea Lab is a place and environment, where students from all faculties form interdisciplinary teams in order to realize outrageous ideas or solve exciting challenges. In addition to students, also the scientists and entrepreneurs are involved in the activities of the Idea Lab. It is the place where “great ideas meet good people” and the aim is to develop together solutions for very different problems.

- Have knowledge of your new solution is created,
- Consult and work with a number of active people
- To develop a time and project management skills
- Discover new career opportunities
- To carry out crazy ideas..

Primary purpose of the pre-incubator - If you have an idea and need a little advice and assistance in the implementation of the idea it is definitely worth coming to the laboratory. In addition to our support the team will help each team find a professional mentor who will help get exciting ideas into reality.

PROCESS:

Idea lab students have the possibility to develop skills and competences (e.g. Team Management, Time Management, Project Management etc..) which are important to become more career ready. Idea Lab aims to enhancing pro-active and entrepreneurial mind-set among students. Business and entrepreneurial skills/competences are important in today's society whether as an employee or in launching a start-up.

Under the **Student Company** program lasting 11 months and during this period:

- We share personal counselling and support to implement their business idea,
- we conduct business creation and management of knowledge and skill development training
- We provide assistance in incubators and accelerators, and applying for grants and applying for funding,
- We offer the opportunity to develop a valuable network of contacts.

Student Company Program will take place from February to December. The training topics covered are:

- The company's technical and legal nuances of creation
- Grants to start the company: Incubators and Money
- The company's launch of client monies
- Shareholdings in the company and the division of responsibility
- Calculation and Payment of Wages
- Employee Motivation
- Self-motivation and stress management
- Pricing
- Customer retention and customer relationship strengthening
- Low-budget marketing
- Liquidation of the Company

Idea Lab's short-term projects increase necessary competences for doing product development with companies and with people from other disciplines. The 11 weeks process enhances necessary skill and encourages teams to try out and use modern principles and tools for product development and project management (e.g. LEAN development, prototypes from paper, teams without managers, task management software). Equipped with such experience university students are much better partners and employees for companies in the future

The Student Company program supports students, who would like to establish or at least try to run for a while their own company. The students get training, personal coaching and mentoring from Idea Lab. The process ends with a real or fictive closing of operations of the firm. In this way the students learn not only the starting and running of the company, but also closing of the firm. The aim of the program is to give to the students a real start-up experience.

Idea Lab has also started cooperation with universities in USA, Great Britain, Finland, and Latvia in order to give students multinational product development experience through virtual teams and 3-7 day training camps.

Selection process - Open application for individuals and/or teams

Duration of the programme - Idea Lab has developed an **11 weeks program** where students from all faculties can form teams, test concepts, and build prototypes

In addition to the 11 week program, Idea Lab has started 11 month program called **Student Company**, which is more focused on building and enhancing the business skills and entrepreneurial mindset of university students.

PEOPLE:

Person that runs the pre-incubator is - Manager of Idea Lab- Lecturer and Manager of Idea Lab, University of Tartu.

Mostly the incubates are - IdeaLab is for undergraduate, master's and doctoral students who want to find a practical application of their knowledge and get to know and work with people from different specialties, both inside and outside the university.

Students can form teams.

Partner institutions-Estonia Vega fund for higher education supports students and researchers backed by SEB bank with EUR 150 000.

Idea Lab is bigger than University of Tartu. We have already established cooperation with business incubators and other universities in Estonia. We have also partners in Latvia, Finland, Croatia, and USA

SPACE:

The pre-incubator location: A single room in a university building

What is the relation to university?

Lined to entrepreneurship Centre at the University of Tartu

Facilities provided:

A single room as co-working space.

The teams get access to co-working space and university research facilities.

RESULTS / MOST SUCCESSFUL BUSINESSES

1. Personalised e-learning platform of teaching mathematics and science for 7th grade. Students learn different subjects at different speeds. and Online Learning Environment can help give students time to learn at their own pace. This web-based learning program for 7th grade math and science learning that takes into account their knowledge levels and enable all aspects of the end to learn. The software solution for analyses the student's skill level and learning style, and gives them customized lessons. All students learn the same topic, but different level of competence that meets the learner's abilities and learning styles.
2. Estonia has in place a number of solutions and maps to increase the competitiveness of the forest industry. Although the State Forest Management Centre (RMK) has its own processes for a number of forestry-related issues with smart solutions, not resolved, then the whole forest tour does not cover and is not widely used outside of the RMK. This project aims to develop a more joined up approach
3. European society is aging, people live longer, but the entertainment possibilities of the elderly is not very much enlarged. Games, and the opportunity to develop IT primarily for children and young people. While some gadgets are a grandmother with their grandchildren can play, you usually do not get older in terms of new technical possibilities of recreational benefits. Japan has created a variety of robots that are elderly company and make their lives more interesting. If your heart is in Africa, for example, Furby for the elderly has become an interesting pastime. The Idea Lab team is determining a variety of options based on modern technology to create games and toys for the elderly. Ideally, these toys allow the elderly to enrich lives, reduce loneliness and increase their happiness.

2.14 Rheingau Founders in Berlin (Germany)

GENERAL:

Main field of operation of the pre-incubator - No limitation by sector but mostly do internet and mobile, although the portfolio is in all sorts of different areas. Professional

Primary purpose of the pre-incubator - Rheingau Founders aren't like all those cookie-cutter incubators who churn out company after company in pursuit of a fast euro. Rheingau Founders taken our time and developed a trademark two-phase plan, specially tailored to give you the best shot at success while learning how to run your business.

PROCESS:

The typical steps/phases performed in the pre-incubator are:

Phase one: Groundwork.

- provide an initial investment of €250,000 to get you started.
- provide the basics: office space, operating structure, core employees including additional co-founders.
- guide businesses along the way, sharing our wealth of business knowledge and experience, plus our contacts list.
- position businesses to secure follow-on funding.

Phase two: The Rheingau Investors Club

- draw on a community of investors fully dedicated to providing substantial funding for your company. Meet the **Rheingau Investors Club**.
- follow-on funding you raise, the **Rheingau Investors Club** can match it.
- raise the money from The Club to provide up to €2.5 million over the life of your company.

Activities typically performed in each of the phases - Phase 1 lays the foundation for a great company, while Phase 2 sustains and supports your company throughout its life cycle – see above
The incubates selection for the pre-incubator- Pitching a business idea to Rheingau Founders is about selling the teams as much as selling the business plan. Firms selected also all have either a strong B2C marketing, or B2B sales strategy

Time that the incubates spend at the pre-incubator before proceeding to incubator or failing- Rheingau Founders play a very active role in the start-up's crucial operations for the first 12-24 months after foundation.

Support that incubates get - Rheingau Founders help start-ups become successful. There are nine firms in the Rheingau Founders portfolio, with a total headcount of 500.

By working closely with new companies, providing vital support and resources, Rheingau Founders give you that extra push to get businesses sprinting. Rheingau Founders are always looking for interesting and dedicated new entrepreneurs to join our exclusive list of companies.

Rheingau invests around €250,000 in seed funding, with the founders retaining at least 50% ownership – much higher than at other incubators

PEOPLE:

As a small team Rheingau Founders are dedicated to the limited number of companies they choose to work with.

There are no partner institutions- but is networked into angel and VC networks

SPACE:

The pre-incubator location is in private office space in Berlin

Size of the rooms - Small office of Rheingau Founders for core team with a consultation space. Has access to meeting space at #itembase

Non-technical resources are offered/especially useful/heavily used in the pre-incubator- Rheingau Founders provide the basics: office space, operating structure, core employees including additional co-founders.

RESULTS / MOST SUCCESSFUL PROJECTS:

1. Datapine is developing a highly scalable SaaS tool with the aim of revolutionizing database analysis. Even the most complicated functionalities are made easy with this product, which we think will make datapine the innovation leader in the business intelligence market for small and medium-sized companies

2. A 100% automated Online Shopping Manager, Item-base saves all your receipts, manuals and warranties in one place and allows you to track the value of your products and sell them with a single click. The perfect combination of Scandinavian design and German efficiency.

3. Through partnerships with insurance companies, Schutzklick offers product insurance online with only a few clicks, an email address and a serial number. This is primarily a cross-selling solution, with online retailers now integrating Schutzklick directly into their checkout processes.

2.15 Hatchery Space in London (UK)

GENERAL:

Main field of operation of the pre-incubator - No limitation of entrants by sector

Description of the business accelerator - Student Business Hatchery primarily offers limited tenure office space with wrap around support from the UCL portfolio.

Primary purpose of the pre-incubator - The hatchery is intended to promote and support student and recent alumni start up.

PROCESS:

The typical steps/phases performed in the pre-incubator -Activities are not structured per se but participants are given access to a suite of support and their tenancy is reviewed according to progress against milestones agreed with the UCL Enterprise/Advance management.

Activities typically performed in each of the phases - The close proximity to the Advances team provides a means support from the Executive Director and the Advances Student Business Advisor. Continuing Professional Development (CPD) training for Entrepreneurs, aimed at UCL members and directors/managers of SME's needing extra training in specific areas. The Mobile Academy offers a col-lab-or-ative learning envir-on-ment to get an overall grounding in busi-ness, design and how to work with tech-no-logy.

Incubates selection for the pre-incubator - Open to any qualifying UCL student/alumni businesses intending to use hatchery space with a suitable business plan that is able to clearly demonstrate, that:

- Their product or service is realistic.
- They have a clearly defined target market, and a clear consumer need is being satisfied.
- They have considered and understood the practicalities of their business idea.
- They have personal commitment

Hatchery space is available in 6-month periods free of charge. Businesses will be expected to show a significant amount of progress during the tenancy agreement. At the end of the first 6 months, an extension may be provided for a further 6 months provided significant progress has been made

Continued tenancy will depend upon:

1. Responsible and ethical behaviour in the conduct of the business.
2. Active realisation of business activities including business plan preparation and product and market investigation.
3. Maintenance of legality and adherence to all University rules and requirements
4. Participation of all hatchery tenants as members or recent alumni (graduated within the preceding 12 months) of University College London.

How businesses benefit

- Businesses will have the use of desk space in a pass-code protected room.
- You will receive your own locker space to secure paper work at the end of the day.
- Businesses will have the use of the UCL Advances meeting room.
- You will be in close proximity to the Advances team, and will receive support and help from the Executive Director and the Advances Student Business Advisors.
- Businesses will have full internet access and the use of a printer.
- You will be able to have access to other programmes run by Advances and will have priority over others to join those programmes relevant to your business.
- Your business will receive invitations to all of the Advances events, and some free places on all of our training courses will be made available to Hatchery tenants.

PEOPLE:

Persons that run the pre-incubator are linked to UCL Enterprise and UCL Advances.

Mostly the incubates are current UCL students or recent alumni (graduated within the preceding 12 months).

There are no partner institutions, everything is linked to UCL Advances.

Location of the pre-incubator is UCL building

The Hatchery space is open plan - businesses will have the use of specially designated desk space in a pass-code protected room and a locker space to secure paper work at the end of the day. Businesses will have the use of the UCL Advances meeting rooms

Non-technical resources are offered/especially useful/heavily used in the pre-incubator- Businesses will have full internet access and the use of a printer.

RESULTS / MOST SUCCESSFUL PROJECTS:

1. The Sport Review is a UK-based website founded in 2008 with the simple aim of providing an independent, in-depth look at the world's major sporting stories. The writers are passionate about sport and they strive to embed this within all of the content they produce. TSR's first article was published on 16 November 2008, and the website has since evolved from little more than a simple blog into to a fully-fledged international sports news website.

2. ZOOZA is an original online commerce platform known for its quirky and light-hearted approach to marketing and its unusual sales model - hosting just one deal each day. This model allows customers to benefit from extremely low prices, usually for electronics, while suppliers are able to reduce their excess stock - a notable problem in the industry.

3. Circalit is an online community for writers, screenwriters, agents and producers. It mediates between industry professionals and individuals, and also provides a forum for writers to discuss each other's work. It was "enabled as the first ever social networking site for screenwriters" by Movie Maker website, and dubbed the 'Facebook for screenwriters' Recently, Circalit has partnered the website with The Script Factory, which has links to both Disney and Sony Pictures.

2.16 Venture-Lab Twente (now Venture-Lab International) & Kennispark in ENSCHEDE (The Netherlands)

GENERAL:

The main field of operation of the pre-incubator: Venture-lab Twente supports new and established high-tech entrepreneurs and businesses with growth ambitions. Participants will receive a year guidance of a business coach, access to relevant experts and networks, and can make their choice from a range of high-quality training. Also is a free workplace for them ready in

business building The Corridor.

The mission of the Knowledge Park Twente Foundation is to develop innovative entrepreneurship throughout Twente. Ecosystem We do this by focusing on three things:

- Support for innovative startups: coaching programs to events and forms of financing
- Joint innovation: joint initiatives with SMEs, local industry and knowledge institutions
- Attractive business climate: the realization of the right physical environment for knowledge-intensive businesses and attract new branches to Twente

Description of the business accelerator: The University of Twente is widely known for its large number of innovative start-ups, often as results of commercialisation of research. VentureLab Twente is an ambitious, new program for people who take their ambitions to be a 'high-tech, high potential' entrepreneur seriously. VentureLabTwente offers training and coaching by experts, getting access to newly developed technologies, to venture capital for your market segment and to relevant networks of international companies and scientists. Candidates should have an appreciation for technology, ample time to work on your company and an entrepreneurial attitude. VentureLabTwente started in Enschede, February 2009

As a future entrepreneur the VenturelabTwente program can help you to make the profitable business of your dreams. Despite great ideas and determination companies fail. Statistically 80% of new businesses within five years no longer exists because new entrepreneurs do not know how to exploit the knowledge of others. VenturelabTwente supports entrepreneurs to understand how to set up, so that your risks are reduced in terms of the time and cost to start a new business. VentureLabTwente is a community of entrepreneurs, scientists, managers, and experts from industry.

The primary purpose of the pre-incubator is:

Highlights of what they will learn:

- Business Development and optimization of the business model
- Best practices for sales, marketing, finance, operations and product development for companies in the start-up phase
- A proven, results-oriented model for designing, launching and managing your budding business and grow it into a successful, profitable business

This concentration of knowledge, expertise and facilities help make high-tech companies. Growth spurt Venture-lab, started in 2009, is expected to support up to 2013. 360 entrepreneurs This provides up to 200 new companies, 30 of which have the potential to grow into companies with over 100 employees

PROCESS:

Typical steps/phases performed in the pre-incubator- Participation in action programmes such as 'business modelling' or 'investor readiness' forms part of the package. Venture-Lab guides and supports participants with a comprehensive programme of training and coaching. It is a virtual business incubator that enriches companies - especially high-tech companies – using knowledge, skills and contacts to facilitate growth.

Activities typically performed in each of the phases-

The Venture-labTwente program includes:

- Intensive and expert coaching
- Weekly training offerings from top trainers
- Hot desking with office and meeting facilities
- Access to online resources
- Counseling, networking events and business strategic introduction

Monthly lectures are being organized, the VLT Venture-Class, preceded by an informal dinner buffet and concluded with a networking reception. The lecture is always given by an expert in the field of (high-tech) entrepreneurship, preferably both in the scientific field and from the field of business.

- **Personal Skills – including peer coaching, networking, negotiations.**
- **Team Skills** - including team development, recruitment and selection.
- **Strategy** - including how to find an optimal business model, competitive advantage and performance. **Technology Management** - including: technology strategy, IP protection, technology commercialisation.

Methods/tools used for different phases/activities- Every Friday we offer business development trainings in Enschede, Twente, the Netherlands. Training hours are: 09.15-12.30 and 13.30-16.45. Participants login at the intranet site for an overview of upcoming training sessions and registration for their selection. A typical training day offers two half-day workshops on topics from these six areas:

- Strategy
- Commercial Management
- Finance
- Technology Management
- Organisation
- Personal and team skills

The personal coach will help the participant decide which trainings to take. Apart from the participant's expressed needs, this choice is based on the assessment of the participant's entrepreneurial competencies and the development phase of his/her company in terms of personal-, team- and business development. This assessment is translated into a personal development plan.

Next to the weekly training option, additional services and activities are available and offered on request, for example:

- Extra (skills) training (for example English, public tenders).
- A monthly opportunity for consultation of a representative of the Business Angels network "Meesters van de toekomst" (Masters of the future).
- A meeting with a trainer, to help participants in translating what they have learned into their own situation.
- Personal meetings with internationally recognised experts
- Events, training, workshops organised by and for participants themselves

- Progress on personal, team and business development is monitored in
- Weekly progress reports that provide your coach with input for your coach meetings.
 - Your personal development plan
 - Three-monthly presentations to a business panel. The panel provides you with feedback from experienced entrepreneurs, investors, trainers or other experts.

The key is that you as a participant are in charge of your own learning process and we will support you in any way we can!

Incubates selection for the pre-incubator-Applying to start in Venture-Lab International is simple:

The first step is filling out the form below with which you actually apply. The final step to complete the application is an intake meeting with the staff. Incubates are contacted normally within 3 working days after submitting the second form. They can apply as 1 person or for 2-4 persons, as a team.

Duration of the program-



<p>INDIVIDUAL PARTICIPATION 1-year programme participation 4 years' alumnus membership</p> <p>Fee and payment options option 1: €20,000 payable before the start of the programme option 2: €5,000 payable directly and €25,000 payable within 5 years option 3: €5,000 and 2% of turnover, over five years, up to a maximum of €55,000.</p>
<p>TEAM PARTICIPATION 1-year programme participation for up to 4 team members 4 years' alumnus membership</p> <p>Fee and payment options option 1: €30,000 payable before the start of the programme option 2: €5,000 payable directly and €35,000 payable within 5 years option 3: €5,000 and 2% of turnover, over five years, up to a maximum of €75,000.</p>

Support- Venture lab business development programme:

- Participants receive intensive coaching and support from a personal coach, supplemented by expert coaching
- Knowledge exchange, training and support in strategy, finance, marketing and sales, technology and organization
- Personal development and team development
- Access to countless networks and business relations, including
- Potential partners, customers and financiers
- Flexible work spaces, meeting rooms, access to research databases

PEOPLE:

They run the pre-incubator:

Management Team, Secretariat, Coach coordinator, Research coordinator, Finance, Communications and Associated internationally recognized experts: commercial management, strategy, finance, organization, technology management.

Mostly the incubates are- Their participants include both young and experienced entrepreneurs, men and women, from the Netherlands as well as from elsewhere.

Partner institutions are:

- The University of Twente is an entrepreneurial research university. It was founded in 1961 and offers education and research in areas ranging from public policy studies and applied physics to biomedical technology. The UT is the Netherlands' only campus university.
- NIKOS, the Netherlands Institute for Knowledge-Intensive Entrepreneurship, consolidates the University of Twente's expertise and experience – from the Chairs for Innovative Entrepreneurship, Marketing, Strategic Management and International Management – in a professional academic team, qualified to do research, teach, offer consultancy & training and business development support in these fields.
- NIKOS belongs to the department Business Administration of the School of Management and Governance.
- Saxion is among the largest Universities of Applied Sciences in the Netherlands, offering a broad range of bachelor and master programmes. Saxion University has become an important centre of expertise in the Twente region. Their student population reaches approximately 20,000 and is still growing.
- SKIO (Saxion Kenniscentrum Innovatie en Ondernemerschap – “Knowledge Centre for Innovation and Entrepreneurship”) develops a large number of activities to promote an entrepreneurial attitude and stimulate entrepreneurship. The instruments SKIO deploys to this end include support programmes and additional facilities, education, advice, coaching, networking and research.
- Kennispark Twente (“Knowledge Park”) aims to further develop the Twente region into a knowledge-intensive region of international stature by promoting activity through the generation and transfer of knowledge. Kennispark invites initiatives that put science to work and focus on the link between science and industry. Generating no tangible products of its own, Kennispark instead enhances the ability of others to do so. See also their corporate video.
- NBIA – National Business Incubation Association is the Venture-Lab partner in soft landing
- Venture-Lab has a partnership with the Innovatieplatform Twente (IPT).
- Venture-Lab is co-funded by the Regio Twente (Twente Region) and is part of the “Agenda van Twente”
- Venture-Lab is co-funded by the province of Overijssel
- Venture-Lab is co-funded by the province of Gelderland
- Venture-Lab is co-funded by the Go Foundation
- Venture-Lab is co-funded by the European Fund for Regional Development

SPACE:

The pre-incubator located on the University of Twente

Flexible work spaces, meeting rooms, access to research databases

Participants have access to flexible work spaces and can attend relevant sessions with future customers and investors.

Non-technical resources - Mainly based on education and coaching. Links to incubators and VCs.

RESULTS / MOST SUCCESSFUL PROJECTS:

1. The Attention App. It's a totally new concept heralding the next step in CRM (customer relationship management). And also heralding new opportunities for optimizing and personalizing customer contact. Jeroen Luttikholt, managing-director of LSales, is firmly convinced that businesses will earn a lot of money with it. He is quick to give the example of a car dealer, who has just watched a satisfied customer drive off in a new car. 'He hopes that he'll be able to sell this same man or woman another car in three years' time. So he sends the occasional card or a small gift to mark the anniversary of the sale. You make the contact personal. The Attention App, driven by the traditional CRM systems, sends reminders whenever special attention is required.'

2. Liesbeth Schmitz explains the possibilities of i-Health meridian therapy with great enthusiasm. Testing your body's energy paths (meridians) gives immediate insight into why symptoms develop. This makes the step towards natural and successful treatment a very small one. 'You can achieve so much and tackle the root of a great many problems', is her experience. She even thinks that businesses would benefit. 'It's a fantastic system. We test the energy flow in the body and organs using a gauge pen. It doesn't hurt and within half-an-hour we can produce a graph of what your body needs. We then find the natural remedies that will help your body to recuperate. The results often far exceed expectation', says Schmitz enthusiastically. 'Obviously I can't guarantee that we can solve every case, but I'm not afraid to promise improvement and relief.'

3. The full name is ISIS: Intelligent Ship Information System. It enables ship-owners to read the Key Performance Indicators 24/7 and in real time, wherever their ships are sailing. The up-to-date information they collect can be used to take corrective measures that will prevent problems such as engines over-heating. 'It allows you to enhance the performance of your ships. In principle, ISIS can monitor any system' explains managing director René Ratering from RR Maritime Engineering. The main advantage of ISIS is the fact that all relevant data is directly available. Sensors on the ships record the readings and send them to servers on shore. Ship-owners can view the performance analyses on their monitors and instruct the crew to take measures where necessary. 'Like restricting fuel consumption, for instance, or checking certain parts of the system', continues Ratering

2.17 Venture-Lab in Lund (Sweden)

GENERAL:

Description of the business accelerator – Venture-Lab is a non-profit organization at Lund University. Our aim is to get the students at Lund University more interested in entrepreneurship and to help them develop and commercialize their business ideas.

At Lund University are thousands of students with new and exciting ideas. To help these students realize their thoughts in their own business, there is Venture-Lab. Venture-Lab is a non-profit organization at Lund University. Our aim is to get the students at Lund University more interested in entrepreneurship and to help them develop and commercialize their business ideas. The main focuses are:

- Arranging activities to inspire and educate the students in the field of entrepreneurship and business start-up and development.
- Giving business advice to students with all kinds of business ideas.
- Running a business incubator, which supplies newly started businesses with office space and support for one year.

All services that Venture-Lab provides are free to take part in. Venture-Lab is open for all students at Lund University, regardless of what you are studying and what your idea's all about – it could be a product or a service, newly invented or old – in any case you are most welcome to us. If you have a business idea, or if you are curious about finding out more about how to start your own company.

Venture-Lab provides counselling and education

Primary purpose of the pre-incubator - Venture-Lab is the university's activities to stimulate entrepreneurship and to support and help those students and graduates who are looking to start their own business. Since its inception in 2001, we have helped hundreds of companies to go from concept to reality.

PROCESS:

They offer:

- free and confidential advice
- lectures and seminars
- free office for student companies for a year

Education:

Venture-Lab has as one of its main tasks is to spread knowledge about entrepreneurship. Therefore, we will be happy to your course, your career fair or similar and tell you more. Our f offers hearings varies from 15 minutes to 3 hours, and we are happy to discuss with you so that the content fits the students that you work with. Each semester arranges Venture-Lab a series of lectures on various aspects of entrepreneurship that students need information about both when

to start, and also when they run companies. These lectures are held by representatives from various agencies organizations and companies that have expertise in each area.

You will find the program to current courses in our calendar here in the right column. All lectures are of course free, but we want you to sign up by the day before the actual lecture us on Venture-Lab.

Venture-Lab also arranges various inspirational activities and lectures during term with the aim of inspiring students to entrepreneurship and to find new ideas. We often have with us students sitting in the incubator that can share their experiences, from both positive and negative aspects. All lectures are free so long as they are aimed at students or recent graduates from the University of Lund. For you to get a better picture of who we are and what we do, we are glad to you to show our work. Want more information about our lectures and activities

Mentoring/Counselling

If you have a business idea you want to develop, or if you are thinking about how to do that in practice register and start a business, you can contact Venture-Lab. It plays back matter what the idea is all about, whether it is a product or a service, or any faculty or department at Lund university you are studying at. It does not matter how long you've studied or if the idea has with your studies to do. You are welcome no matter what, and you would then want to come back, you are welcome in more advisory meetings.

Advice is free and we spread obviously no information on whether your ideas. Together we talk about your ideas - see how they can evolve and try to answer any questions. We do not demand anything in return and you decide if you want to come back. Any idea is welcome - as long as you belong Lund University.

We also have drop-in every Thursday from 9-11 during the semesters in which you can get past a bit more spontaneous and bounce your ideas. We sit with open doors inside the incubator at Ideon Agora. A warm welcome!

Incubates selection for the pre-incubator-

The next application process for Venture-Lab

- 1) Book a meeting for consultation
- 2) At the deadline, we will send out a form to be filled in and sent back.
- 3) On the basis of the following criteria, we call then for interviews
- 5) Those who go on to interviews presents his idea for directorships and incubator manager.
- 6) A decision is made about who is allowed to move in.
- 7) Housewarming occurs

Upon request, we assume the following conditions:

- At least one person behind the idea have to be a student at Lund University (we accept applicants up to one year after completing their studies or graduating).
- You should be able to spend at least 20 hours a week at your office. This is both because we want to create a creative environment for all companies in the incubator and for you to

be able to work with your own company's development.

- You should want to be an ambassador for Venture-Lab and participate on Thursday meetings, seminars and other outreach activities as Venture-Lab offers you and other students at Lund University.

Additional criteria we also look at:

- The contractor / team
- The idea and its newsworthy
- Growth Potential
- Diversity
- Timing

Time that the incubates spend at the pre-incubator before proceeding to incubator or failing- Max free incubator

Support that incubates get-

- free and confidential advice
- lectures and seminars
- free office for student companies for a year

PEOPLE:

Mostly the incubates are:

Venture-Lab available to all students, no matter what training you read and no matter how far you have come in your studies. Venture-Lab helps as well students who are looking to offer a new service to those who are thinking about a new product. So no matter what your idea, or you're just thinking about what this thing about starting your own means as long as you belong Lund University.

Partner institutions - Venture Lab's senior management is a steering committee consisting of representatives from each faculty who are also principals in Venture-Lab and people with special skills in entrepreneurship and enterprise.

- LU Innovation System
- Department of Construction Sciences, Lund University
- Sten K Johnson Center for Entrepreneurship, Economics and Management at Lund University
- Sociology of Law, Faculty of Social Science at Lund University
- Faculty of Law at Lund University
- Naturvetenskapliga Faculty at Lund University
- Department of Cultural Sciences, Humanities and theological faculties at Lund University

SPACE:

The pre-incubator location -The incubator is located at Ideon Science Park in Lund.

Divided rooms: Venture-Lab are privileged to be able to offer companies started by students and recent graduates from Lund University, free office for a year in our incubator at Ideon. The incubator consists of 16 rooms of which one room is larger and includes three sites - a total of 18 companies will fit. It is possible to apply four times per year. That's Venture Labs steering committee takes that takes the final decision on who may move into the incubator and become a Venture-Lab companies.

Besides that we offer on rent, we are also internet connection, the ability to reserve conference rooms, networking opportunities, coffee and more. We hold regular clinics with every business in the incubator and offers several courses focused on new businesses. In addition, an office in the incubator that you are surrounded by people who are in the same situation as you. So far we have had technologists, psychologists, economists, computer scientists, lawyers, musicians with several groups as tenants.

Non-technical resources offered/especially useful/heavily used in the pre-incubator-

Education courses and mentoring

Hardware/software/technical equipment offered/especially useful/heavily used in the pre-incubator- By negotiation

RESULTS / MOST SUCCESSFUL PROJECTS:

- 1. AudioApps** specializes in audio guiding systems for smartphones. We provide services of highest quality in every part of the production chain when making a smartphone guide. We work with everything from museums, cities too small guiding companies and private individuals.
- 2. GeoSignage**® is a Content Management System (CMS) for infotainment system in public transport. Infotainment systems (monitors / digital signage) can be used to provide travellers traffic information, news, advertising and entertainment, at the right time and place. GeoSignage CMS maximizes the usefulness of an infotainment system, by offering simple position control, dynamically adapted playback and a user-friendly, cost-effective administration.
- 3. App-In-Med** are specialists in applications in medicine and health. Their apps are intended to be easy to use. The team has industry knowledge from physicians who have extensive experience in research, medicine and health as well as understanding the needs of the user / end-customer.

The team comprises of university educated engineers with advanced programming knowledge.

3 Living Labs Overview in Europe

3.1 SILK Social Innovation Lab - Kent /United Kingdom

GENERAL:

Main field of operation of the living lab falls into one of three diamonds:

- Strategic / Policy,
- Service Re-design, or
- Creating Sustainable Communities

Examples of **areas of work** include:

- Housing
- Ageing and independent living
- Regeneration
- Support for families with disabled children
- Tackling mental health
- Migration and sustainable population growth
- Drugs and alcohol misuse
- Health inequalities.

The Social Innovation Lab for Kent was set up in 2007, with two central tasks. First, to provide a creative, challenging environment for a wide range of staff to work together on some of the toughest challenges the county faces. And second, through drawing upon cutting edge practice in the sectors of business, design and the social sciences, SILK set out to embed a way of working across the council that puts people – citizens – at the centre.

By starting with people rather than existing services, and by bringing diverse teams together, SILK's approach ensures that new solutions improve outcomes for the citizens of Kent.

The main purpose of the living lab can be divided into two core missions. First, as set out above, it aims to provide a 'safe space' and a creative approach to tackling any number of strategic challenges, in order to develop new responses to apparently intractable problems, based on the realities of people's lives. And second, SILK aims to build the capacity and skills of staff across the Council – and indeed its partners – to focus on citizens and experiences, rather than services and organizations, when developing strategy and implementation plans.

Kent County Council (KCC) sponsored the pilot of the Social Innovation Lab for Kent (SILK) to achieve three goals:

- To ensure that KCC remains at the forefront of local government, with this shifting role for councils and a new assessment framework in mind
- To develop a more creative approach to tackling some of the most tough challenges that the Council faces – an approach that explicitly starts with people and aspirations, rather

than existing services and problems

- To understand how to build capacity to work in a truly citizen-centric way across the Council, on the basis of lessons learnt from SILK’s pilot projects.

PROCESSES:

When talking about **phases**, each project falls into one of three diamonds:

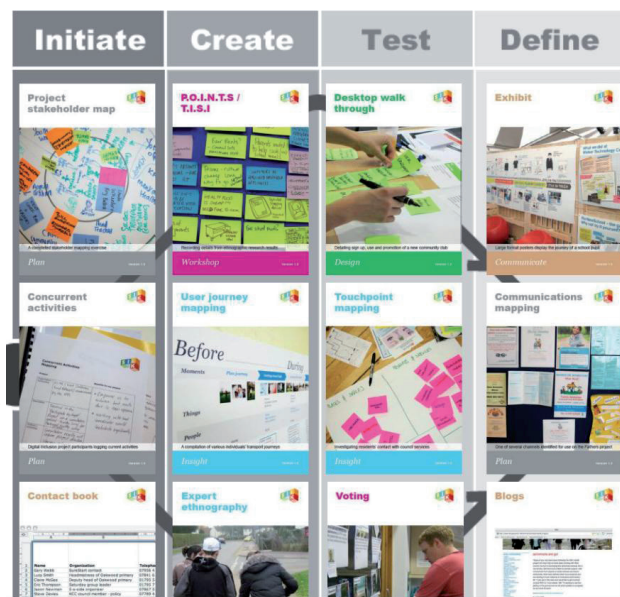
- Strategic / Policy,
- Service Re-design, or
- Creating Sustainable Communities:

Once the type of project has been identified it will follow four **phases**:

- Initiate
- Create
- Test
- Define (as shown in the project planner)

Similarly, each project followed the broad contours of SILK’s emerging ‘person-cantered’ project framework. This involved spending longer than usual on exploring and understanding the problem. Both projects used a range of new techniques – for example, ethnographies, observational research and emotional timelines – to gather insights that added real depth to the more familiar tools of surveys and postcode-based data. The teams all experienced a much more structured approach to ideas generation, facilitated by innovation and design experts, in order to keep thinking focused, and ensure that possible solutions were firmly grounded in the insights gathered in the exploratory phase. And finally, both teams found themselves working with users and residents from the very start of the project, rather than developing the thinking in isolation. Users were involved in defining the problem, prototyping potential solutions, and prioritising issues that needed to be addressed.

When choosing which **methods** should be used during each phase of the project The Method Deck can then be used:



The Method Deck and Project Planner allow for the project to be planned collectively in groups, with everyone having ownership over the decisions and course the project will take. It is a flexible project methodology and can be adapted as the project progresses; you may get the Test phase but then jump back to the Create phase. The methods you thought you might use in the Define phase could actually turn out to be different from what you planned because no-one can predict how a project might develop.

- Plan cards are a useful aid at the early stages of a project, providing the team with 'how to's' and prompts for building a robust project plan.
- Communicate cards complement the Plan cards and provide techniques for communicating with stakeholders throughout the project. Some of these may include electronic communications, others might be based on printed media or film.
- Insight cards offer a collection of techniques for collecting insight either directly or through users or specialist researchers. Some of these are field-based exercises; others are best done in a workshop or in a quiet office.
- Workshop cards include a generic set of tools that may be useful during co-creation sessions. From ice-breakers to voting and clustering exercises, these methods will be useful prompts when planning your next workshop.
- Design cards are useful once the project has begun and offer ways of converting insights and inspiration into ideas and practical solutions.

PEOPLE:

All SILK projects will involve the creation of multi-disciplinary, multi-agency teams and will also offer development opportunities to those KCC managers identified through the Talent Management Programme.

A network of SILK associates and senior associates is already being developed to create an active network within Kent. Core roles for the SILK team are:

- Leadership:
 - Programme direction, prioritisation and strategy
- Project facilitation and programme management:
 - Designing and running SILK projects
 - Expertise in qualitative and quantitative research methods
 - Maintaining and building the SILK framework and toolkit
 - Capacity building in service units
 - Brokering relationships with skills suppliers (e.g. designers, ethnographers)
 - Supporting directorate staff skills development
 - Adding expertise to directorate-led projects
- Admin and design support:
 - Supporting events, finance and communications
 - Production and dissemination of materials.

Within the **participants** policy there were common patterns across the two projects. Both were run by a 'core team' comprising a range of different people, with different perspectives on the issues, from across the Council and its partner developing creative approaches to tackling the

toughest challenges organisations. We mixed frontline staff with unit heads and policy officers. Furthermore, we brought new forms of expertise not often used in local government into the mix. The family's team worked with anthropologists to gain a rich, qualitative perspective of the everyday lives of families living 'on the edge'. The social care team worked with top UK 'service designers'.

Partner institutions are one of the key features that makes SILK distinctive is its networks to other organisations and individuals who have skills that are not often used in local government. Over the course of the pilot we have worked with innovation experts, designers and ethnographers. These stakeholders include COG, Cabinet and the Public Service Board. Furthermore, work should be done with the Regional Improvement and Efficiency Partnership (currently SECCE), whose business plan states their intention to deliver 'at least six exemplar projects demonstrating an innovative approach to achieving LAA targets which could be rolled out regionally, and if appropriate, nationally.'

In addition we will need a strategic partnership (rather than procuring consultancy) with our design partner, Engine; the universities – in particular the social sciences departments and the design schools; potentially the new local government innovation collaborative; and a technology partner – possible as part of our links with Microsoft.

There is no relation of SILK to university. During the pilot, SILK's work has successfully attracted more than 50% of its budget from government departments that have supported projects led by the team.

MOST SUCCESSFUL PROJECTS:

1. The Online Care Directory was one of SILK's pilot projects. Between July 2007 and February 2008 a team at KCC ran a project to develop the existing Council's online care services directory. This directory was launched in April 2006, and was designed to provide information to the public about social care services for adults in Kent. It also aimed to assist care managers to support people's decisions about care, as well as the contracting process with care providers. Using a version of Diamond 2 (Service Re-design) of the SILK Methodology, the SILK team went through a process of gathering insights, developing concepts, prototyping and refining their ideas, and planning for delivery. With the support and guidance of service design company Live|Work, the team had conversations with over 40 people, identified over 100 needs and generated a host of ideas. During this time user testing of the online care directory was carried out with existing and potential users of the directory; including day care and residential care providers, nursing home staff and residents, KCC staff and members of the voluntary and community sector. We also worked alongside Kennington Women's Institute to carry out web based user testing with them to see how they felt about accessing information online.

2. The Engaging Fathers project was carried out with the Seashell's Children and Families Centre, Sheerness. The project focussed on fathers and why they felt public services were orientated more towards mothers rather than themselves and what could be done to make them feel more included.

Seashells wanted to establish new ways of connecting with fathers; although the 'Daddy Cool' club was considered successful attendance was still quite low. The project team looked at two

particular questions: “How do fathers prefer to engage with their children and how can we support them doing so?” And, “How do fathers understand and perceive their role within the family?” A series of workshops were carried out with fathers to gain an insight to their lives and how the Centre could help them get more involved in their children’s upbringing.

As a result of the project Seashells recruited a dedicated Dad’s Worker who works specifically with Dads making sure that their opinions are heard and they feel included.

3. The R Shop **Bulk Buying** Project is based in Parkwood, Maidstone. The idea for the project came from a local mother who wanted to create something that would make shopping easier to access by bringing bulky items to the community and cheaper by buying in large quantities. The idea was presented at a public event held in Parkwood (November 2008) where it was voted as one of the favourite ideas by the 50 plus residents who attended the meeting. Since that meeting residents have worked alongside SILK and Activmobs to get the scheme up and running. The project has been renamed R Shop and is currently selling items and taking orders from within a community room at the local primary school.

3.2 City Lab Coventry (CLC) - United Kingdom

GENERAL:

City Lab Coventry is a joint venture between Coventry University and Coventry City Council, set up to address the Grand Challenges within the Smart City context. The University and the City Council combined own 90% of the land within Coventry City Centre and are offering it for use as a real-life experimentation environment where users and producers can co-create and test innovations.

Field of operation - The thematic Domain Networks that Coventry City Lab will directly address, in order of priority are:

- Sustainable Mobility
- Energy Efficiency. Sustainable Energy. Climate change
- Industrial and logistics development
- Smart Cities. Future Internet. Internet of things.
- e-Government. e-Participation

Purpose - New ideas and innovations, which may benefit the city through reduced energy consumption, Invented here principle and pride for citizens and the City, the opportunity to trial and showcase innovative products or services, the potential for jobs and economic growth generated as part of supported innovation within Coventry, Sponsorship/project funding.

PROCESSES:

Phases - CLC will engage in the highlighted elements of the product and service lifecycle. We would engage with users and designer inventors from concept up to the prototype trial phase and through to patent registration and promotion. We intend to engage in the use cycle to get invaluable feedback for further product. Phases of the cycle:

- Concept
- Ideation
- Development
- Launch
- Transport
- Use
- Disposal,
- Landfill,
- Recycle

CLC supports the concept ideation through to use test element of the value chain in both traditional lab and real world environments to reduce the risk of customer dissatisfaction and enhance the route and speed to market for products and services.

Methods mostly used - Operating a methodology of Co-creation for CLC will involve engaging users in idea generation through to live test of use. Principles used will include online forums and social networking (we have an established ICT based Voice your View product or can run a Cov Jam IBM style consultation), face to face consultation including use of a city centre empty shop and we have usability labs designed specifically for the purpose of co-creation of products (including visual and audio feedback) and prototype test.

PEOPLE:

People responsible for running the lab

- City lab operational managers
- Executive committee
- Theme directors and co-directors

Participants:

- Citizens of Coventry, including students and graduates
- SME's internationally (COVUNI typically work with 7,000 SME's internationally per year)
- Research community
- Public organisations and NGO's
- Large industrial corporations

Partners - Coventry City Lab have engaged the support of the following organisations. These organisations have agreed to share their projects related to energy efficiency, mobility and sustainability and where appropriate resources for the benefit of achieving the Coventry City Lab vision. If successful we intend to sign these organisations up to the Executive Committee for the lab. These companies include: The Motor Industry Research Association (MIRA); National Physical Laboratory (NPL); IBM; O2, British Telecom; Severn Trent Water; Jaguar Landrover; EoN; Cisco, ARUP; Transport Research Laboratory (TRL); Bright Automotive; Unipart Manufacturing Group and Microcab Industries Ltd.

SPACE:

Location - Coventry University Technology Park

Relation to University - OWNERS: Coventry University, PARTNERS: Coventry City Council

Work Space - Coventry University will not fund a specific building as we have a wealth of facilities across the City to be made available for City Lab projects. However, we will provide an administrative office for the Lab on our Technology Park in the Innovation Centre at Coventry University.

Non-Technical resources:

- Access to citizens, vehicles, buildings, roads and IT infrastructure within the City
- Business support, working with SMEs, start-up businesses and corporate organisations
- Strong strategic partnership with the City Council, which is likely to lead to a joint venture enterprise as part of the Living lab in year 2/3. Light Planning controls on our technology park in Coventry City Centre have been granted for the specific purpose of City Lab Coventry. This would speed up the process of approval for live city demonstrators in transport, energy efficient buildings and infrastructure.
- Critical mass of academic excellence and £100m of facilities, equipment

Technical resources

- A serious games studio / app lab, staffed by 30 developers providing specialist support in the creation of 3D immersive simulations and serious games from prototype development through to full commercialization
- Large scale low carbon vehicle, low impact buildings, digital media and assisted live trials.
- Technology Park as a real life demonstrator site, Hydrogen Fuel Station and 8 Hydrogen Vehicles, Building related sensor technology, Full scale vehicle build facilities, 30+EV charging points, Usability labs x 3 including motion capture equipment, 2 public roads with 2 junctions and Traffic lights, An apple app lab, Design concept realisation up to full vehicle build, Serious games development, £60m engineering building for product showcase & trial, Virtual simulation, Buildings for retrofit, Full vehicle build workshop:
 - DEHMS (FP7 ICT 2009, Digital Environment Home Energy Management System, partner, led by Manchester LL developing and installing home management systems in 100+ homes £2.3m)
 - CABLED (Coventry and Birmingham Low Emission Vehicle Demonstrator, £15m project to trial 90+ electric, hybrid and hydrogen vehicles with the general public, Coventry City council and University major partners)
 - 8 road going hydrogen fuel cell vehicles and a Hydrogen filling station
 - 25 EV charging points on University campus and a further 20 within Coventry City.
 - £60M Engineering build with usability lab and area for companies to trial and showcase their innovations
 - OPTIMISM (Optimising Passenger Transport Information to Materialize Insights for Sustainable Mobility, FP7 Transport 2011 €1.3m).
 - Wilmot Dixon (company retrofitting old building stock in Coventry with low carbon

materials & technologies)

- LCVTP (Low Carbon Vehicle Technology Programme to support companies in the design and build of low carbon vehicles, £2m)
- Coventry City Lab will be based on the Coventry University Technology park and will be able to provide users with access to the 100+ business support programmes that the centre provides e.g. apple app lab
- Sensor technology research expertise and tools for energy measurement in homes (Orbit Housing)

3.3 Halmstad Living Lab – Sweden

GENERAL:

Halmstad Living Lab is a co-operation between a multidisciplinary team of researchers, partners from the industry and non-profit organizations and is hosted by Halmstad University.



Field of operation - Halmstad Living Lab (HLL) has two main application fields, health technology and digital media. Within the health technology field we aim at empowering elderly people and support digital innovation processes of products and services that increase the wellbeing of elderly. Within the digital media field we aim at creating new commercially successful digital media services leveraging user value.

Purpose - The mission is to offer our knowledge of facilitating innovation processes based on user involvement to primarily companies, municipalities, other academic partners and user groups (e.g. nonprofit organizations), and providing an arena for different stakeholders to meet and get involved in digital innovation.

PROCESSES:

The focus of the Living Lab is to enhance innovation processes for companies as well as providing value adding IT-innovations for the consumer. We are currently working within the health technology field and the media sector. We currently have four research funded projects of

which three involves users together with SME:s that are creating and validating products and services aimed at supporting and empowering elderly people. The fourth project is within the media sector, where researchers, 7 newspapers and readers are exploring the challenges of user generated content with a living lab approach.

Halmstad Living Lab has a long experience regarding user involvement in IT-innovation processes with specific domain knowledge within health technology and the media sector. The models, methods and tools used covers user involvement in every step of the innovation process and therefore concern both the creation as well as the validation of new innovations. The living lab is a multidisciplinary co-operation within the University providing knowledge about the Living Lab processes as well as IT-technology. The vision of Halmstad Living Lab is to enhance the innovation processes of companies as well as providing value adding and empowering IT-innovations for the users/consumers.

Methods and techniques used - We have worked with different types of methods such as future workshops, prototyping, surveys, test, evaluation and validation and used a multitude of techniques, e.g. personas, scenarios, mock-ups, image boarding, interviews, questionnaires, diaries, observations and think aloud.

Our experiences of the future workshop method are mainly positive. These workshops have served as a foundation for both generating ideas but also making them tangible by the usage of scenarios and mockups.

Low fi prototypes generated by users are quite easy to analyze, both as a way of finding new design solutions, but also to use as input data for other users to evaluate and comment on. User generated scenarios, personas, mockups and image boards are quite similar to lowfi prototyping, with much information easily gained.

In the projects these techniques have generated valuable information leading to new design solutions as well as shaping existing IT solutions.

The information has also served as a base for new ideas of IT products and services which in two cases this have lead to spin off development projects. Furthermore, the techniques have served as a base for finding requirements and guide the developers of how to shape IT to better fit specific target groups.

From a Living Lab perspective the methods and techniques have generated valuable input in all phases of the innovation process. However, the extensive work that has been conducted within the research projects might be problematic to implement in innovation processes, due to the extensive resources needed.

Different degree of user involvement - In the four projects we have elaborated on three different degrees of user involvement:

- **Decision** - In our cases, surveys, questionnaires, tests, evaluation and validation have formed the base for the decision degree of user involvement. The methods and techniques that have been based on the information degree of user involvement are primarily interviews, diaries and observations.

Moreover, the first phase in the future workshops has also served as an information gathering activity. The third degree of user involvement (creation) has been used in the future workshop and prototyping methods used in our projects.

- **Information** - Our experiences regarding different degrees of involvement are that the decision degree is the easiest to apply to methods and techniques. Asking direct questions about preferences use behaviour or what design solution that is preferred are rather straight forward. These activities are also less resource dependant, both to conduct and to analyze. To work with the information degree of user involvement requires a higher amount of resources and is also harder to analyze, but generates a rich set of data.
- **Creation** - The creation degree of user involvement is from our experiences the most challenging and demanding way to incorporate in methods and techniques.

The facilitator's ability to provide a creative environment for the users to work within as well as the group composition affects the outcome of the methods and techniques that we have worked with. Though, if successful, the material generated by for example mock-up activities can prove very valuable as guidance for design decisions in the prototype phase in innovation processes.

PEOPLE:

Participants - Students and researchers

Different types of users: Users can be categorized in different ways and it's important to keep in mind that different user groups can differ in more than how they put a specific product or service to use. In some cases, they might also have conflicting values depending on diverse views on what the products purpose is. It's also important to keep in mind that a user's characteristic is very hard to pin down.

To get satisfying results from an activity the users have to be both interested and dedicated to the cause. This might be even more important in a Living Lab approach since the users are supposed to be a part of the whole development process from the start until the end. This raises the question of how dedicated users can be identified during an early stage and how they can be supported during the innovation process to keep them dedicated.

Partner institutions

- Emwitech AB
- Free2move AB
- HFAB
- Innovation Team AB
- KomiKapp/Rehatek AB
- LBS, Science Park
- Unity by Light AB
- Medicpen AB
- Neat Electronics AB
- Phoniro AB
- ProEvolution AB

- Hälsoteknikalliansen
- Halmstad City Council
- HelsingborgsDagblad Nya Medier AB
- Göteborgs-Posten Nya AB
- Mediebolaget i Halland AB
- NA Tidningar AB
- Sydsvenskan AB
- VLT
- Västkustmedia AB

SPACE:

Relation with the university - Halmstad Living Lab is attached to Halmstad University and is located at Halmstad University Campus.

MOST SUCCESSFUL PROJECTS:

1. Towards a Health Innovation Alliance (HIA)

This project runs between September 1st 2012 to June 30th 2013 and is funded by VINNOVA with 2 MSEK.

The project aims at integrating Halmstad Living Lab with Centre for Health Technology Halland and Healthcare Technology Alliance into a new constellation called Health Innovation Alliance (HIA). The aim is to further develop innovation processes based on user needs and to build a sustainable milieu based on revenues from industry and public sector as well as by attracting external funding for research both nationally and internationally. This is a mobilization and concentration to refine a substantial theoretical base into practice

2. SocialL - The SOCIALL project is lead by SINTEF and other partners is Copenhagen Living Lab and Botnia Living Lab. This is a three year project LILAN project with a total budget of 5.345.000 SEK funded by Nordforsk.

The project objective is: "Value-creating use of social software for co-creation in (a) existing Living Lab infrastructures and (b) SMEs with little or no previous experience with Living Labs." This three year project will end in February 2013.

Key SOCIALL results and effects are:

- Social software optimized for co-creation in Living Labs.
- Increased understanding of the potential of social software for innovation in industry, public sector and academia.
- SME uptake of social software to support user involvement in innovation and co-creation. Expected effect at the level of the participating countries.
- Uptake of social software for co-creation in existing Living Lab infrastructures. Expected effect at the European level

3. User-driven innovation at Halmstad Living Lab

When Halmstad Living Lab at Halmstad University invited the relative care association, assisted living services and a number of companies to discuss future needs and opportunities, the discussion took up areas such as problems with the front doors of elderly people eg knowing whether the door has been locked, who has visited them and who has rung on their doorbell etc.

One of the participants was OlleBliding, head of development at PhoniroAB. He had an idea with potential and contacted Carl-Magnus Johansson of Lansen Technology, a company producing alarms. Together with Halmstad University and the relative care association, the company received financing from VINNOVA's VarDags IT programme to evaluate the potential of the ideas. The company, researchers and three focus groups with relatives and elderly patients, thus developed the original idea together. The result was a system where one could lock and open the door from the bed and via a display see who is waiting outside the door.

3.4 Centra Lab – FHV Living Lab - Dornbirn, Austria

GENERAL:

The main field of the Centra Lab are a combination of product development, IT, design, ecology, smart cities. FHV Pilot focuses on mobility. The Centra Lab is run by the FH Vorarlberg University of Applied Sciences.

FHV will conduct a pilot in the e-mobility sector in cooperation with the electric car trial VLOTTE in Vorarlberg, Austria. VLOTTE is owned and run by the Vorarlberg electricity service provider VKW. At its initiation VLOTTE was the largest electric car trial in Europe with approx. 150 cars. VLOTTE offers e-car leasing and buying processing for private and public customers.

The living lab trial will create the following additional value for VLOTTE in Vorarlberg and try to evolve an ecosystem in which an optimal user-involvement continuously improves them:

- Create easier access to VLOTTE via improvement of communication; VLOTTE communication and marketing should not only focus on the product but also on an eco-attitude towards life.
- VLOTTE wants to improve its communication on social media platforms like social networks, micro blogging sites and online video sites VLOTTE wants to conduct studies where the trial examines who drives how often; this information should be connected to SMART metering projects.
- Continuously updated data about VLOTTE (e-Cars in cooperation public transport) should be presented in public via monitors or for individual users via smartphone applications.

Purpose of the FHV Mobility Lab is mostly research driven with an industrial connection. The main part is an impact analysis to analyse the whole market and its special parts. Divided is the analysis into three parts - a user, retailer and media analysis.

PROCESS:

Main activities are focused on understanding the market and its needs. There are several research activities which are important in every phase. In all these research phases the most used tools are Personal and online Surveys as well as online research.

PEOPLE:

People responsible for running the living lab - The living lab is mainly run by the University of Vorarlberg. That means that the main part is done by researchers. Industry professionals like the VKW are supporting these activities.

Mostly engaged as participants are the users of VLOTTE, as well as potential customers. Furthermore the industry is an important participant of the project.

Partners institutions - Since the Project is part of an overall Centra Lab Living Lab there are several partners besides the industry partner VKW. Centralab partners are:

- The University of Maribor,
- CyberForum e.V. and
- E-ZAVOD.

The lab is focusing its activities on the whole Vorarlberg region. Furthermore especially the electric car users, which have about 150 cars at the moment.

SPACE:

Non-technical resources are for example personnel resources. These are very important for the lab in terms of discussions, surveys etc with the customers.

Technical resources are mostly used in terms of research and analyzing. Therefore online media and analyzing tools are important.

Results and conclusions

Vorarlberg and its citizens have generally a high awareness of sustainable topics in comparison in Europe. A high economic status and a high living standard allow the citizens to live the future of living and mobility.

People are aware of the conflict of individual and comfortable mobility on the one side and a cautious usage and dealing with resources on the other side. Thus, an awareness-rising has already taken place in Vorarlberg.

Generally, aspects that are experienced as negative by end-users are the cost price of electric cars, the maximum ranges and charging times. According to end-users the infrastructure for charging electric cars has improved in the area, but could be expanded of course and is seen as insufficient across the Austrian borders. Moreover, the concerns with regards to safety grow. Nevertheless, end-users experience electric cars as pleasant silent, unmatched sustainable (if the energy supply is non-fossil), enjoyable to drive and see the overheads as low.

3.5 Lorraine Smart Cities Living Lab – France

GENERAL:

The main fields of the Lab are ecology and smart cities.

The main purpose of the Lorraine Smart Cities Living Lab is to establish a “user-driven” based development model to enhance the citizen quality of life and to support the local economic and urban development. The Lorraine Smart Cities Living Lab has three types of impact: industrial, urban and new ventures creation. Thus, the objective is to develop smart process in smart cities to make even smarter cities.

PROCESS:

The Lorraine Smart Cities Living Lab has three **phases** which are

- Industrial,
- Urban and
- New ventures creation.

Thus, **the objective** is to develop smart process in smart cities to make even smarter cities. Students of the University de Lorraine are part of the Lab besides the industry supporter Promotech CEI.

Main activities are focused on understanding the market and its needs there are several research activities which are important in every phase.

Methods mostly used by the lab are support services for business plan issues, feasibility studies, research project elaboration or proof of concept.

PEOPLE:

People responsible for running the living lab - the Lorraine Smart Cities Living Lab relies on the collaboration of two components of the Université de Lorraine (InoCité and laboratory ERPI) and the new ventures incubator, Promotech CEI.

Participants are students who are well engaged in the lab. For example the mobile learning part which designed new applications for smart phones was completely developed by students.

The originality of the living lab relies on three **partners**:

- InoCité, is a resource center of the Université de Lorraine, which purpose is to help the search and the development of project with the participation of various actors of the local society. Its major objective is to ensure that the PPPP model (Public Private Population Partnership) conditions are guaranteed in the Living Lab approach.
- Promotech CEI is a European Community Business and innovative Centre (Ec-BIC). The main objective of Promotech CEI is to help entrepreneur to develop their business based on new

type of venture organization/model integrating lead-users as part of the companies.

- ERPI, is a research team on innovative processes. ERPI develops tools and methodologies to support a Living Lab approach. It developed a co-design platform based on collaborative methodologies and ICT tools: collaborative space, digital interactive white board, mind map, Face Lab and Eyes Tracker Systems, qualitative and quantitative surveys analyse software, etc.

SPACE:

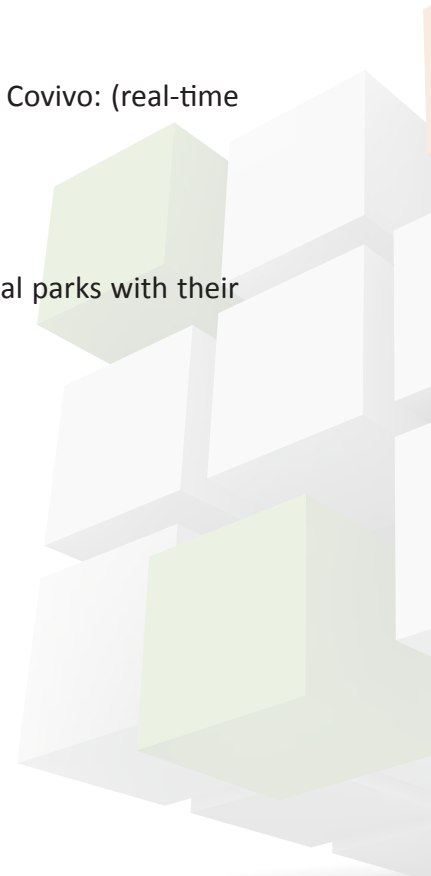
Relation to university - Since the main actor in Lorraine is a University it is the main runner of the lab.

Non-technical resources - InoCité, a resource center of the Université de Lorraine and offer all types of non-technical resources which will be needed.

Technical resources are provided by ERPI, is a research team on innovative processes. ERPI develops tools and methodologies to support a Living Lab approach. ICT tools: collaborative space, digital interactive white board, mind map, Face Lab and Eyes Tracker Systems, qualitative and quantitative surveys analyse software

MOST SUCCESSFUL PROJECTS:

1. **Mobile Learning** - new pedagogic applications on Smartphones to learn English, developed by students Pôle verrier (tableware and discharge mould's perspectives): collaborative forecasting
2. **La Fabrique Nancy Grand Coeur** - participatory urban project + Space dedicated to participation and collaboration for a sustainable neighbourhoods' area (with researchers, elected representatives, decision-makers, citizens, etc.)
3. **Mobility**: Urban transport, carpooling and car sharing (regional scale) - Covivo: (real-time dynamic carpooling) - new venture by young entrepreneurs.
4. **Create my design.com**: new venture by young entrepreneur
5. **Workshop of Urban Innovation**: Rethinking business parks and industrial parks with their users.



3.6 Centra Lab – Ezavod Living Lab - Dornbirn, Austria

GENERAL:

The main field of the Centra Lab are a combination of product development, IT, design, ecology, smart cities. The Energy (Energy efficiency) pilot is hosted by the E-Institute, Institute for Comprehensive Development Solutions, within its Living Lab environment, pursuing innovation and development in energy sector. Pilot area represents north-eastern Slovenian area.

The main purpose - E-zavod LL is operating in the terms of four pillars of sustainable development:

- Ecology,
- Economy,
- Energetic and
- E-business.

The CentraLab project is based on a promising approach that has emerged in the arena of ICT under the name “Living Lab”. In this model, technology R&D brings infrastructures into real-life contexts to enable a “co-design” process with end users.

The specific objective of CentraLab is to apply the Living Lab approach transversally across a broad range of policy fields relevant to Central European regional development, constructing a multi-level governance network for a trans-national Central European Living Lab.

PROCESS:

One of the **main activities** within the CentraLab project is a coordinated set of trans-national pilot projects that build partnerships, specify ICT platforms and services, and co-design innovative approaches for ten issues of shared concern: Eco-tourism, Energy, Micro-SME Networks, Media & Creativity, Mobility, Environment & Education, Climate Change, Waste Management, Rural Development and eHealth.

Phases - long-term strategic direction to develop and promote a sustainable energy efficiency and renewable energy development through innovative ICT services enabling new forms of collaboration:

- Socio-technical/technological changes in the area of energy efficiency and waste management,
- Preparation of innovative R&D projects and applications; co-financed by the European Union. Some of the currently actual projects are:
 - CENTRALAB,
 - INNOVATION 2020,
 - PHILOXENIA,
 - MOVE,
 - SHARE,
 - ENERMED,
 - SAVE AGE,
 - ENERGO-OPTIMUM,

- AATT,
- RECOVERY, etc
- Technical assistance to cohesion and structural funds Slovenian managing authorities; financial and content revisions of EU funded projects, assistance by the ESF and ERDF financial periods, technical assistance for adoption of EU based legislation.
- Trainings on EU project management and R&D implementation, expert studies preparations, etc...,
- Preparation of tender documents in accordance with EU contracting procedures for cohesion, as well for structural funds of the European communities in the context of the external actions and Slovene public procurement acts.

Activities are mainly focused on administrative documentation for EU Cohesion funds, implementation of feasibility studies, and preparation of cost-benefit analyses, sustainability impact assessments, and implementation of environmental projects

In all these research phases the most used **tools** are Personal and online Surveys as well as online research.

PEOPLE:

Participants - E-zavod Living Lab is a collaboration space for businesses, associations, local authorities and other stakeholders of Slovenia region to work together towards common goals.

Partners - 3rd pilot phase represents transnational cooperation that has been recognised and established between two other countries / partners from Austria (FHV) and Italy (INTN). E-zavod LL also acts as a local business incubator for the Slovenia's lower Podravje statistical region, called "Mozaik podjetništva". Business incubator is offering help to new prospective firms with different supportive activities. Our LL also offers use of facilities for "Mosaic of Business", it helps accessing companies to international markets

SPACE:

The scope of E-Institute activities is focused on supporting the sustainable development with implementation of R&D and innovation projects from the fields of ecology, energetic, economy, e-business and with help of European funds utilization. E-Institute also acts as a Living Lab (within ENoLL network), mainly focused on the Energy efficiency and user driven innovation development. E-Institute LL has a long-term strategic direction to promote a sustainable energy efficiency and renewable energy development through innovative ICT services enabling new forms off collaboration. E-Institute is working as a mechanism for socio-technical changes in the area of energy efficiency and waste management and also for redefining and reconstructing energy efficiency activities.

Relation to university - University is a partner of the lab.

The area of interest is Slovenia, In a nutshell: the energy generation and distribution area has the

pole position thanks to its true potential for immense, global effects.

Non-technical resources are for example personnel resources. These are very important for the lab in terms of discussions, surveys etc with the customers.

Technical resources are mostly used in terms of research and analyzing. Therefore Online media and analyzing tools are important.

Areas identified as having development potential:

- Development of systems for efficient utilization of biomass regarded as the most reliable, renewable source for energy-producing purposes
- Optimum gas system management
- Solar energy
- Photovoltaic engineering
- Hydrogen and hydrogen gas fuel technologies
- Support technologies (central control systems, systems optimizations and other ICT), and
- Efficient and rational energy utilization (new concepts and systems for delivering energy-efficient transport (electric vehicles) and energy efficient, active buildings where supply with energy is largely based on the use of renewable energy sources)
- Support the citizens as energy users in applying innovative ICT approaches and technologies in order to optimize energy consumption and improve waste management in the regional and national sense.

3.7 Amsterdam Living Lab, Netherlands

GENERAL:

The main fields of the Lab are Mobility, ICT, design and product/service development.

The Amsterdam Living Lab is the approach to establish the European Centre for design and development of products and services in the area of ICT and new media. This is done by a strong focus on tools, methodologies and knowledge on measuring and understanding behaviour and experience. And by creating processes with a strong link between design and understanding real life behaviour of users. By creating this knowledge and test infrastructure Amsterdam can increase its position as the place to be for design and development of the experience. Understanding users and connecting to designers.

The focus areas of the Amsterdam Living Lab are:

- Mobility,
- New Media and Co-creative Design,
- Environmental Durability,
- E-Health,
- Social Cohesion and
- Tourism.

PROCESS:

Main activities are focus on understanding the market and its needs; there are several research activities which are important in every phase.

In all these research phases the **most used tools** are personal and online surveys as well as online research.

PEOPLE:

Participants - Mostly industry and citizens

SPACE:

Relation to university – University is the cooperation partner of the lab.

The area of interest for the lab is the Amsterdam region. But in terms of different parts of the lab, it could be different for different purposes.

Non-technical resources are for example personnel resources. These are very important for the lab in terms of discussions, surveys etc with the customers.

Technical resources are mostly used in terms of research and analyzing. Therefore online media and analyzing tools are important.

MOST SUCCESSFUL PROJECTS:

- Large scale mobility management by influencing drivers through information and pricing and thereby preventing traffic congestion
- Better energy efficiency by creating more awareness with users on the use of energy through intelligent surroundings and ubiquitous feedback.
- The creation of change encounters between people living in the same city area and thereby reenforcing the social fabric of society with the help of digital media and ubiquitous communication.

3.8 Botnia Living Lab - Luleå, Sweden

GENERAL:

The main field of the Lab is Idea-generation with end-users for new innovative solutions:

- Usefulness and usability evaluation
- Real-life end-user trials for service/technology improvements
- Reality check and business-model validation with the entire value-chain of the service

Botnia Living Lab is an environment in Sweden for human-centric research and the development and innovation of new ICT based solutions. Botnia started in 2000 and has matured from a test-bed to a real-life experimentation environment powered by more than 6000 co-creative pilot users. Today Botnia is a world-leading environment for user-centric research, development and innovation (RDI), instrumented by methods, tools and experts and a web-portal (www.testplats.com) for interaction and management with user groups.

With its focus on advanced IT services and products, Botnia's strategy is to be independent from (geographically) fixed assets and essentially, service experimentation is relying on readily available hardware and communication infrastructure.

Botnia Living Lab offers the evaluation and testing of new ICT-based ideas, concepts and prototypes with end-users independently and in situ - users are engaged in their real reality! Our track-record includes more than 100 user-studies and trials in different domains such as mobile marketing, e-learning, sports and culture, energy saving, Smart City applications, e-democracy and security. The Living Lab services are being developed in close collaboration with researchers at Luleå University of Technology and in partnership with different stake-holders. One good example of Botnia's assets generated by our applied research is the Form-IT Living Lab methodology. This is an iterative and interactive process in several steps used by us and our partners, for user-engagement in all phases of the development of an IT based service/product from early need finding to beta-trial and premarket launch.

PROCESS:

Phases:

- To speed up the innovation process from idea to market launch by end-user involvement
- To co-create, tap into and improve innovative ideas and concepts
- To investigate and create new business opportunities

Main activities are focused on understanding the market and its needs are the most important activity, there are several research activities which are important in every phase to reach the steps.

Methods mostly used - utilizing online survey and social media tools for user research and design feedback.

PEOPLE:

People responsible for running the living lab - Botnia is governed by the Centre for Distance-spanning Technology, CDT (www.ltu.se/cdt) which is an RDI institute at Luleå University of Technology. At the highest level, Botnia is governed by the CDT board of directors comprising senior managers from the University, ICT Corporations and regional public authorities. CDT was established in 1995 and has a long track-record in international RDI cooperation.

At CDT research work closely together with society and industry – a PPP (public-private-people) partnership for extended human capability by new innovative ICT!”

Participants - The Botnia partnership consists of international ICT/telco organisations, numerous of SME's as well as regional and public authorities.

Partners - the Botnia partnership consists of international ICT/telco organisations, numerous of SME's as well as regional and public authorities.

SPACE:

Relation to university - The University of Lulea is one of the leaders of the living lab.

Non-technical resources - user testing and in-depth studies technology supporting user-user.

Technical resources - database tool, qualitative and quantitative research software

MOST SUCCESSFUL PROJECTS:

Botnia Living Lab offers the evaluation and testing of new ICT-based ideas, concepts and prototypes with end-users independently and in situ - users are engaged in their real reality! Our track-record includes more than 100 user-studies and trials in different domains such as mobile marketing, e-learning, sports and culture, energy saving, Smart City applications, e-democracy and security. The Living Lab services are being developed in close collaboration with researchers at Luleå University of Technology and in partnership with different stake-holders. One good example of Botnia's assets generated by ur applied research is the Form-IT Living Lab methodology. This s an iterative and interactive process in several steps used by us and our partners, for user-engagement in all phases of the development of an IT based service/product from early need finding to beta-trial and premarket launch.

Added value offered by Botnia Living Lab:

- To speed up the innovation process from idea to market launch by end-user involvement
- To co-create, tap into and improve innovative ideas and concepts
- To investigate and create new business opportunities

3.9 Centra Lab – Informatica Trentina SpA Living Lab – Trentino, Italy

GENERAL:

The **main field** of the Centra Lab are a combination of product development, IT, design, ecology, smart cities. Informatica Trentina represents and coordinates the Trentino research centers in ICT, various user organizations, and many local enterprise. Focus is lead on climate change - ecology. The CentraLab project is based on a promising approach that has emerged in the arena of ICT under the name “Living Lab”. In this model, technology R&D brings infrastructures into real-life contexts to enable a “co-design” process with end users.

The specific **objective** of CentraLab is to apply the Living Lab approach transversally across a broad range of policy fields relevant to Central European regional development, constructing a multi-level governance network for a trans-national Central European Living Lab.

PROCESSES:

One of the main **activities** within the CentraLab project is a coordinated set of trans-national pilot projects that build partnerships, specify ICT platforms and services, and co-design innovative approaches for ten issues of shared concern: Eco-tourism, Energy, Micro-SME Networks, Media & Creativity, Mobility, Environment & Education, Climate Change, Waste Management, Rural Development and eHealth.

Informatica Trentina is developing a pilot project about climate change, with particular regards to energy conservation in the public domain. As a matter of fact, public lighting is one of the main items of expenditure and a significant source of energy consumption for Municipalities in Italy. In the Municipality of Campodenno – a small town of about 1.000 inhabitants in the Trentino region – Centralab will develop a remote monitoring project of the public lighting system by adopting pervading and intelligent systems in a Smart City perspective.

Together with technical partner, Algorab, they conceived a little and innovative system that transforms every light source into an “intelligent street light” and that is conceived as a wireless network node. It will be installed on 129 light sources of the Municipality.

By radio, every intelligent streetlight searches for the nearest other intelligent streetlight and connects to it. In turn, this second streetlight searches for a third streetlight in the vicinity to establish a new radio connection. As a chain reaction, this process is repeated for each intelligent streetlight, until they all form a big radio network that covers the whole city widespread. Thanks to this very low power network, a city control centre will be able to run remotely every single streetlight and to regulate at its best every streetlight’s luminous intensity in order to save as much energy as possible and to know immediately if the streetlight is out of order. The intelligent streetlight is also able to hear: dozens of sensors are spread over the surrounding area and they constantly tell the streetlight what is happening around it: if there is an available place where to park the car, if it’s time to irrigate the flower-bed, if the bus is coming or if a trash container needs to be emptied. In the particular case of the Municipality of Campodenno and thanks to

the independent and open remote control net, the pilot experimentation will be able to transmit information pertaining both environmental monitoring and the video surveillance of some areas”

Phases:

- 1) On the spot inspections to identify the sections that will be considered in the experimental phase and definition of the intervention,
- 2) Description of operations and project objectives, and communication to the municipal assembly,
- 3) Definition of the area to which the solution will apply.

Activities - The lab is now preparing an agreement with the Municipality for the upcoming steps. In the following months, once the agreement will be signed, it will be proceed with the public procurement for the set up of the cards on the public lights and starting tin design and implementation of an application software.

In all these research phases the **most used tools** are Personal and online Surveys as well as online research.

People responsible for running the living lab - Informatica Trentina represents and coordinates the Trentino research centers in ICT, various user organizations, and many local enterprises. Participants - Mostly industry and citizens.

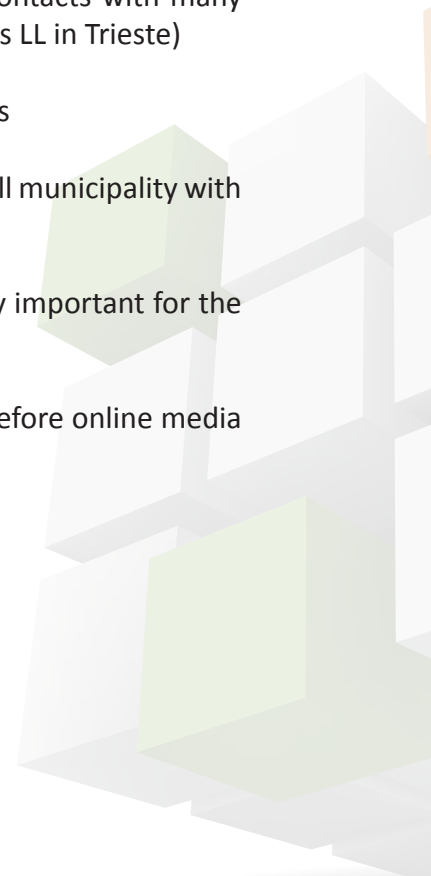
Partners - The full regional coverage of TasLab is complemented by the active role that the local administration and Informatica Trentina have in the national innovation projects, and by the large number of European projects (many of which focusing on the involvement of the end user) of the research centers. Finally, the TasLab initiative has established contacts with many existing living labs (Slovenia, Ireland, ESA in Frascati, and also Prof. Inchingolo's LL in Trieste)

Relation to University - The University is one of the different possible partners

The area of interest for the lab is based in the area of Campodenno (TN), a small municipality with a population of about 1.600 inhabitants.

Non-technical resources are for example personnel resources. These are very important for the lab in terms of discussions, surveys etc with the customers.

Technical resources are mostly used in terms of research and analyzing. Therefore online media and analyzing tools are important.



3.10 ISaLL - Intelligent Sensing and Smart Services Living Lab – Coimbra, Portugal

GENERAL:

The Intelligent Sensing and Smart Services Living Lab (ISaLL) is motivated by our understanding that a Living Lab can provide an excellent platform for exchanging the best practices towards the user-driven open innovation of products and services in the metering and sensing domains of Energy and Health, and to establish relevant partnerships in this sector.

The ISaLL domain is the Intelligent Sensing Anywhere applied to Energy Efficiency, Well Being and Healthcare. The Living Lab ecosystem was started in 1990 with ISA, a spin-off company on the University of Coimbra in Portugal. From the start, ISA has adopted an open innovation business strategy with a strong involvement of users that are involved in all phases of the innovation cycle. The application domains of metering to energy, water, and gas, aims to reduce the consumption of these resources in order to achieve climate sustainability and mitigate their limited availability. The application of sensors to the healthcare domain aims to contribute to the human well being, home assisted living and preventive medicine. All these application domains generate new ICT-driven services that need a strong user involvement in order to understand their needs and motivate early adoption.

PROCESS:

Phases are fixed part of the lab and work continually on the projects.

Activities - Knowledge and experience sharing of technology, products, services, and processes developed in the existing LL network, (e.g. e-Services and mobile services).

- Networking with other Living Labs.
- Increased competitiveness of the business and industrial community through the user-driven open innovation methodology.
- Market image and position, which attracts more business, qualified human resources and structural investment of a technological kind. The ISaLL can contribute to other Living Labs through:
 - Sector-specific innovative methodologies and services (Product development, product and production simulation, and optimization, testing and laboratory prototyping, engineering services).
 - Collaborative innovation methodologies, processes, tools and Web 2.0 based services for managing the co-creative human interactions.
 - Technology-enhanced training, consultancy, and engineering services in automation and robotics, manufacturing and business processes relevant to the automotive sector.

- Know-how of all stakeholders' members of the ISaLL.

In all these research phases the most used tools are Personal and online Surveys as well as online research.

PEOPLE:

Responsible for running the project - ISA - Intelligent Sensing Anywhere Estádio Cidade de Coimbra Av. is a technology-based company with an experience of over 20 years in Machine to Machine (M2M) «ready-to-go», solutions, from software and hardware, development to the provision of services.



Partners - There are different partner activities like with Helsinki, Amsterdam and Lisbon. The university is one of the different possible partners at ISALL Projects.

SPACE:

The Lab is mainly located in Portugal but there are mostly cross boarder activities taking place.

The area of interest - Depends on the different purposes of the project parts like for APOLLON Luleå, Helsinki, Amsterdam and Lisbon aiming to test cross-border collaboration services to support SMEs.

Non-technical resources - offers all types of non-technical resources which will be needed.

Technical resources - database tools, qualitative and quantitative research software.

MOST SUCCESSFUL PROJECTS:

1. The APOLLON project on Energy Efficiency implements an experiment in 4 European cities; Luleå, Helsinki, Amsterdam and Lisbon aiming to test cross-border collaboration services to support SMEs. This includes internationalisation, standardisation, regulatory environment and market surveys and distribution. APOLLON aims at the sharing and harmonisation of Living Lab approaches and platforms between clusters of exemplary European Living Labs, and the subsequent evaluation results and the set up of sustainable domain-specific networks at European and global levels.

APOLLON addresses four major domains in which ICT products and services innovation may benefit most from cross-border Living Lab networking. These are; eHealth, Energy Efficiency, eManufacturing and eParticipation.

2. The SAVE ENERGY project aims to transform the energy consumption behaviour of public building users by applying leading edge ICT-based solutions, specifically Real-Time Information on energy consumption and Serious Games, in an innovative user-driven Living Lab approach implemented in 5 pilots; Helsinki, Leiden, Lisbon, Luleå and Manchester. The project uses an innovative Web 2.0 based Dissemination and Communication strategy.

The 5 pilots use a network of electronic sensors to measure energy usage, plug adapters between wall sockets and the devices that plugs into them use the mains electricity as both a power source and means of communication, measure the energy used by devices, and communicate this to a local “gateway” system with a web interface. The information of a network of sensors is gathered by a central server allowing for the data analysis and identification of consumption patterns and real-time view, providing an action plan to adjust the energy usage pattern and hence, the carbon footprint. A given public space becomes better informed of their energy profile and be given advice on adapting behaviour. The pilot implementation follows the Living Lab methodology, involving large communities of motivated Citizens co-creating ideas, decisions and recommendations in the open innovation environment of SAVE ENERGY. This core group of Living Labs is collaborating along the project and launched a Thematic European Network of Living Labs cities focused on Energy Efficiency and Sustainability. European wide dissemination of results is provided to key stakeholders to influence Policy change, market impact and advancement of knowledge. Policy recommendations will be provided to the European Commission.

3.11 Barcelona Laboratori – Spain

GENERAL:

Barcelona Laboratori is a community based on Living Lab methodologies with the goal to make Barcelona City an open laboratory in culture, knowledge, creativity and innovation.

The objective of the lab is to encourage innovation through public and private collaboration between the arts, science and technology, Smart Cities. Future Internet, Internet of things.

We can highlight two features that seem to own these new urban innovation systems:

- 1) Cities are becoming open laboratories, committed to do research and innovate in a truly transformative way.
- 2) City-labs try to open the new innovation system to all citizens. Tend to transform the city into an open and universal creativity and innovation environment.

The most important role of BcnLab is creating for the first time an open intercommunity innovative space in the City of Barcelona where local groups from different specialities and families (from digital artists to city officials, from social innovators to fablabers, from big corporations to digital hackers are beginning to know each other, networking each other and starting joint initiatives and projects.) This may be is the uniqueness of BcnLab.

There is an organizing committee composed by individual members from universities, SMEs, professionals and city officials that is in charge of proposing joints activities and gather the proposals of the different communities.

PROCESS:

Activities - social media are being used since the beginning, also different innovative communities have been mapped and detected in the city using a social network mapping software.

The policy in relation with the digital infrastructure is of total openness regarding creativity and innovation. It means that the fibre and wireless infrastructure of the City of Barcelona, i2cat Foundation and Gufi.net are currently open to deploy innovative projects. Currently, there is a SIG on Open Infrastructure of BcnLab that is composed by members of different cultural institutions and civic centres of the city that is exploring also the possibility to open its physical spaces to such kind of BcnLab projects.

Methods used by the lab - Research design focused on users

- Creation and dinamization of user groups
- Exploration of the uses of technology users
- Collection of user requirements from technologies their explore
- Co-design of technologies with users
- Collection of requirements and demand of new technology
- Mentoring and consulting on Living Labs creation
- Fostering of thematic living labs (micro living labs)
- Workshops and activities on knowledge of the environment, creativity and entrepreneurship

- Specialized training on Cultural Design, Culture of Innovation, Techn-Anthropology, Techno-Culture and Living Labs and Livinglabization

PEOPLE:

People responsible for running the living lab -It is an initiative of the Directorate of Creativity and Innovation of the City of Barcelona with i2cat Foundation, Universitat de Barcelona, Universitat Pompeu Fabra, between others institutions, together with academia, business associations.

Participants - Mostly engaged are academia, business associations and a cultural innovation focused on citizens.

Partners - More than 150 community's stakeholders from civil organizations, companies, research centres and public administrations. Our experiments have reached more that 15.000 citizens, in several events like the Festa de la Ciencia and La tecnologia, or the Grec festival where more than 150 users actively participated in innovative projects.

SPACE:

It is located in Barcelona but works with more than 15.000 citizens, in several cities. The University is one of the different possible partners at the Projects.

Non-technical resources are for example personnel resources. These are very important for the lab in terms of discussions, surveys with the customers, etc.

Technical resources - the user panel and online environment.

MOST SUCCESSFUL PROJECTS:

- BcnLab includes most relevant Creative communities of the City of Barcelona, during 2012 there has been several projects combining Culture and technologies for new media creation, such as several interactive projects in the Grec festival.
- Smart Cities, Future Internet, Internet of things
- BcnLab, through two of its main promoters (Institut of Culture of Barcelona and i2CAT foundation), is promoting the creation of the Creative Ring. The SPECIFI project, where the Creative Ring is designed and developed and funded by the EU, is being opened to our communities for the research and experimentation in new ways for cultural co-creation over broadband networks.
- As in Creative Media, the openness of the SPECIFI project can be a good example, as the Creative Ring wants to go a step further to the Smart Cities, evolving to the Smart Creative Cities.
- Social Innovation community, as part of the BcnLab Community of communities. e-Participation
- As a new way for Smart Citizens participation in science and technology, we are working actively in the Citizen Science concept in collaboration with several universities included in the BcnLab, where Barcelona users can actively participate in Science using new technologies.
- Thematic Tourism
- Culture Services
- Apps&Culture, a hack at home project for Apps developers

3.12 The RECORD online Living Lab – Norway

GENERAL:

The main field of the Lab are Creative industries. The RECORD Living Lab aims at improving user research, design-feedback, and co-creation in ICT innovation and development. In particular, the goal of the Living Lab is to improve the ability of Norwegian service and technology providers' ability to develop online community solutions. The development of the Living Lab shall be conducted in a manner that moves the boundaries of the state-of-the-art for user-centered development, through the development of new knowledge, new design solutions and new methods and processes.

The primary target of the Living Lab is user research and early-phase design feedback and co-creation for web and mobile solutions, in particular within the service areas of online communities and rich media.

- Collaboration with other Living Labs on the development of methods, tools and processes supporting Living Lab innovation and development
- A network contributing with ideas and visions for future Living Lab development
- Insight in Living Lab management and maintenance of Living Lab partnerships
- In the RECORD Living Lab competencies are being established on the use of online methods and tools for Living Lab purposes, and hope that such competency can be valuable to other Living Labs in the network
- We can also contribute as resources through the RECORD Living Lab hosts' expertise in user-centred design and user research.

PROCESS:

Phases - Establishment of first version of Living Lab panel and online environment:

- Trial cases with Telenor and NRK. Results from the NRK case directly deployed in on-going development of the Urørt service.
- Knowledge on user patterns of use of social media and online communities Scale and type of key activities performed (regional/national/EU): Key activities include:
- Establishment of the Living Lab panel (3000 users)
- User research, concept development and design-feedback for the user community of the Urørt service of NRK (national Norwegian broadcaster); the service being an online community where >20.000 Norwegian artists share their music with fans. In total >1000 users involved.
- User research related to the Telenor (telecom operator) mobile football content service; the service providing access to live and historic video content from the Norwegian premier football league. In total >500 users involved.
- Research on the patterns of media use in Norway- to be used as background knowledge in the development of rich media and online community services. In total >2000 users involved.
- Trials and validations of applications developed in the CITIZEN MEDIA integrated project. In total >400 users were involved. Visibility and dissemination of Living Lab activities

Activities are focused on understanding the market and its needs is the most important activity, there are several research activities which are important in every phase to reach the steps.

Methods used by the lab - The RECORD Living Lab utilize online survey and social media tools for user research and design feedback. Online tools for co-creation are under development, Subsidiary off-line methods include design inspiration methods (cultural probing, user workshops, and observation) and evaluation methods (user testing, analytical evaluations). Development processes particularly suited for the online Living Lab, based on the principles of user-centred design, are under development.

- To get involvement and commitment of other stakeholders: No formalized methods, tools and processes.
- Facilitate collaboration and co-creation in-between different stakeholders: Expertise in general user-centred design processes.
- Manage living lab related data, information and knowledge: Database tool, qualitative and quantitative research software from Confirmit and Itracks.

PEOPLE:

People responsible for running the lab - Collaboration between governmental agencies, research institutions and the trade and industry sector Trials and validations of applications developed in the CITIZEN MEDIA integrated project. In total >400 users involved. Visibility and dissemination of Living Lab activities

Participants - The RECORD Living Lab has recruited a panel of 3000 participants' representative of the Norwegian internet population age 15-40. In addition, the Living Lab engages participants related to particular cases of innovation and development.

User driven approach used: The RECORD Living Lab's user driven approach is strongly grounded in the tradition of human-computer interaction, in particular the field of user-centred design (cnf. ISO 13407).

In addition the Living Lab draws on the market research tradition, in order to scale user-centred design to involve large numbers of representative users. Specific experience from users/citizens engagement: Since it's start-up in 2007, the RECORD Living Lab has engaged more than 3000 users in the establishment of the Living Lab panel as well as innovation and development projects related to the RECORD industry pco-operating EU FP6 integrated project CITIZEN MEDIA.

Partners

- AHO: Development of future service designs and design methods adapted to the Living Lab
- SINTEF: User research. Development of Living Lab online environment. Development of methods/processes for user-feedback in Living Labs.
- Opinion: User panel development and maintenance. Input in Living Lab method development.
- NRK, Telenor, Opera Software, Interactive Sportschool: Living Lab requirements and trial cases.

SPACE:

The lab is located firmly in the ICT and media industry. The university is one of the different possible partners at the Projects.

The lab is divided in the ICT and media industry therefore rooms depend on the different purposes of the project parts. The SINTEF usability particularly designed to allow user testing and in-depth studies technology supporting user-user.

Non-technical resources - The opinion user research facilities, including state-of-the-art observational rooms.

Technical resources - The core RECORD Living Lab infrastructure is, as stated above, the user panel and online environment.

MOST SUCCESSFUL PROJECTS

- Large scale mobility management by influencing drivers through information and pricing and thereby preventing traffic congestion
- Better energy efficiency by creating more awareness with users on the use of energy through intelligent surroundings and ubiquitous feedback
- The creation of change encounters between people living in the same city area and thereby re-enforcing the social fabric of society with the help of digital media and ubiquitous communication.



4 Business accelerators overview in Europe

4.1 Wayra Business accelerator - Madrid, Spain

GENERAL:

Wayra is the accelerator of the Spanish telecom giant Telefónica, investing in digital startups from all over the world, especially Latin America.

Wayra's primary purpose is to help local startups grow. They want to give founders option to develop without resorting to emigration.

PROCESS:

Phases:

- Awareness,
- Application,
- Program,
- Demo day

Activities are divided by the following steps:

1. Awareness - following facebook, Twitter, website; attending start-up events
2. Application - filling in the an online application form; pitch at WayraStartupWeek
3. Program – participating in workshops, trainings and mentor sessions
4. Demo Day - pitching, fundraising
5. Post demo day - Progress monitoring - Periodically, the WAYRA team will analyze the project's progression and decide whether it meets the WAYRA initiative's objectives. If, as a result of the project performance and based on the criterion of the director or mentors of WAYRA, it is decided that the concept or degree of maturity of those projects does not meet WAYRA's objectives, the team must leave the facilities, no matter what the relations they wish to maintain with the mentors and partners.

Selection of start-ups - Wayra accepts projects which follow these criteria: innovative and disruptive nature; technological novelty; and opportunity attractiveness.

Duration of stay: 6-12 months

Funding - 30,000-70,000 dollars for a stake in the company. Additionally, WAYRA and the other firms in its group of companies will sign preferential rights agreements with the founder to market and/or acquire the products, services and/or innovations registered or registrable resulting from your company.

Support provided - Day-to-day administration, legal advice, training courses, conferences, direct

monitoring by the WAYRA management team, etc.

PEOPLE:

People responsible for running the accelerator - industry professionals.

Start-up teams - engineers and business people

Partners - Pay Pal, Nokia, Microsoft, Softlayer, etc.

SPACE:

Location (s) - Madrid, Barcelona, Dublin, London, Prague, Munich. A physical co-working space is provided in every location.

Non-technical resources - Mentorship, consulting

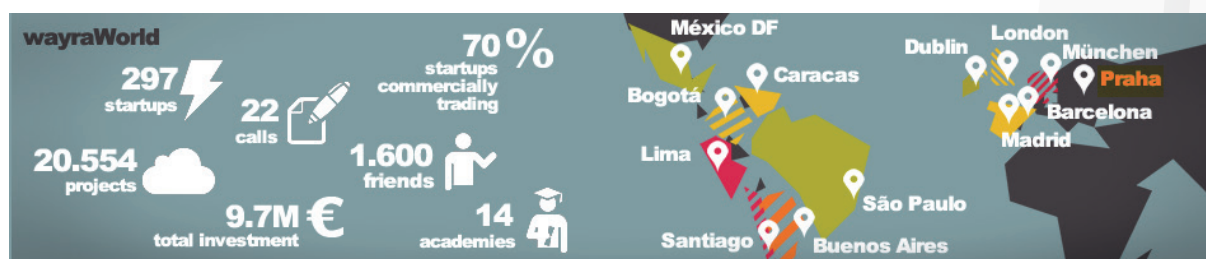
Technical resources - Tech support; private R&D centres

MOST SUCCESSFUL PROJECTS:

1. Ensygnia - Ensygnia's Onescan technology enables a consumer to go from looking to buying in under 10 seconds from first contact - including brand new customers. In Q2 2013 Ensygnia closed a \$3.3m pre-revenue, seed round in the UK. Backers include Wayra, Rhoddy Swire (of Pantheon Ventures - investing personally), Irongate Capital, Sauncy Capital and Jesus College Cambridge as well as the founders and management team.

2. Trustev - Trustev's real time, identity engine separates out the real customers from the fraudsters ensuring that online merchants know exactly who they are transacting with. Having recently closed a \$3 million seed round from investors including Greycroft Partners, Mangrove Capital Partners, ACT Venture Capital, Telefónica's Wayra and Enterprise Ireland, it's now adding to this with a \$500,000 investment from enterprise-specialist VCs Notion Capital.

3. CL3VER is a technology startup focused on real-time 3D visualization for web and mobile that aims to democratize real-time 3D rendering through an all-in-one cloud platform. It secured its first seed round of funding, totaling 800,000 US Dollars. The round was led by Wayra, Telefónica's Accelerator programme, which just graduated CL3VER from its Barcelona «Academy». Angel investors from throughout Europe joined the seed funding round.



Wayra is very powerful accelerator backed by the Spanish telecom Telefonica. It has invested in more than 300 startups from all over the world and has offices in 11 countries. Wayra started operating in 2011, launching its first call for projects in Colombia in June 2011. In its first year of activity, 18 calls for projects were opened in 11 countries across Latin America and Europe. If a project has been chosen to enter Wayra, in the first six months it receives funding of up to EUR 50,000 for relevant stake depending on the project's assessment in terms of the level of maturity and need.

4.2 TechStars London (England)

GENERAL:

Fields - Software, Hardware, Web, Mobile, Internet of Things, etc.

Techstars London is part of Techstars global network of accelerators with 6 locations in the US and 1 in UK. Techstars is one of the best, if not the best, accelerators in the world. Techstars itself is backed by over 75 different venture capital firms and angel investors who are vested in their success.

PROCESS:

Selection process - TechStars is very selective when it comes to applicants because it is interested in investing in the best startups out there and provides them the perfect environment for developing the full potential of their project.

Phases

- Awareness,
- Application, program,
- Demo day,
- Post demo day

Activities are divided by phases:

1. Awareness - information about the accelerator's work is available on the official website.
2. Application – filling in an online application form
3. Program - the program lasts 90 days; start-ups are not required to move to the city where the program is held
4. Demo day - companies pitch to investors
5. Post demo day - founders have an option for additional funding

Methods and tools used in each phase:

1. Awareness - Facebook, Twitter, website
2. Application - <http://apply.techstars.com/>
3. Program - Workshops, Trainings, Mentorship
4. Demo Day - Pitching

5. Post demo day - Progress monitorin; options for additional investment

The duration of the program is 90 days.

Funding - \$ 18 000 initial investment, with up to an additional \$ 100 000 seed funding for 7-10% equity of the company

Support - financing, mentorship, perks, co-working space, exposure to investors.

PEOPLE:

People responsible for running the accelerator - industry professionals.

Start-up teams - engineers, business people

Selection process and criteria - Techstars are very selective with their applicants. Only around ten companies per city are accepted for each respective program. Single founders are rarely accepted.

Criteria and instructions for applicants:

- Round out your team with business, technical, and other necessary skills.
- Make progress on your prototype or product and reference it in the application.
- Show us you've really thought about your business and have gotten off your butt to do something about it.

Partners - Verizon, Microsoft Ventures, MasterCard, etc.

SPACE:

Location (s) - Boston, Boulder, Chicago, New York City, Seattle, London, and Austin

Work space - Working and meeting spaces available, as well as a nice lounge all with super fast and reliable wireless Internet access

MOST SUCCESSFUL PROJECTS

Techstars has over 200 alumni in the US, but only 10 from the London program in 2013, so it is very early to determine the success of these startups. However, in general Techstars registers 34 exits and many multi-million companies.

Techstars London is Techstars' latest program. It actually merged with Springboard London - another very successful accelerator program. Techstars has some of the best practices in the early-stage investment, adopted by accelerators from all over the world. Techstars provides \$118,000 in seed funding, intensive mentorship, and an amazing network of mentors and alumni for 7-10% equity in the company. After 90 days with Techstars, companies average over \$2M in follow on investment and more than 35 of them have already been acquired.

4.3 Startupbootcamp – London, UK

GENERAL:

Startupbootcamp is one of Europe's leading accelerator programs for tech startups. It is a worldwide, mentor-driven program. Startupbootcamp is running in these cities: Amsterdam, Berlin, Copenhagen, Israel, Eindhoven, Istanbul and London.

Purpose - Startupbootcamp provides the next generation of entrepreneurs with the tools to grow faster and become more successful than the previous one.

Fields - E-commerce, Smart Transportation & Energy, Internet and Mobile Technology, Near Field Communication & Contactless Interactions, Hardware.

PROCESS:

Phases:

- awareness,
- application,
- program,
- demo day,
- post demo day

Activities, divided by phases:

1. Awareness - Information about the accelerator's work is available on their official website, as well as in social media sites. Startups can learn more at startup events.
2. Application - filling in online application
3. Program - the program lasts 3 months and all applicants are required to move to the city where the program is held and participate actively in workshops and mentor sessions
4. Demo day - companies pitch to investors
5. Post demo day - the founders become a part of Startupbootcamp's alumni network

Selection of start-ups - Candidates must be committed to their ideas and determined to work towards achieving them. Those who have some sort of track record, be it previous start-ups or other relevant work, have an advantage. Startupbootcamp is also looking for teams, who have preferably worked together before.

Duration - The program lasts for 3 months.

Funding and support - € 15,000 living expenses for 8% equity; free incubator space for 6 months; € 450,000 in free services from partners (eg free server space and software) and the platform to pitch to over 400 investors at Investor Demo Day.

PEOPLE:

People responsible for running the accelerator - industry professionals

Start-up teams - engineers and business people.

Partners

- Clarity.pl;
- Amazon Web Services;
- Digitalime creative agency, etc.

SPACE:

Locations - Amsterdam, Berlin, Copenhagen, Israel, Eindhoven, Istanbul and London. Co-working spaces available at every location.

MOST SUCCESSFUL PROJECTS

Startupbootcamp runs accelerator programs throughout the year in different cities across Europe, and with a different focus in each. Some of the programs are open to all type of applications, whereas our vertical program in Dublin/London focuses on Digital Health, and the program in Copenhagen focuses on Mobile. Startupbootcamp has accelerated 60 start-ups since 2010 and has developed a proven process to get start-ups from around the world accelerated with success. The accelerator follows a strict Playbook developed based on experience from the many programs, and the best practices are constantly fed into the next programs. Startupbootcamp has an impressive track record. 85% of the start-ups are still going strong and an average of over 70% have gone onto receive funding. The ratio is growing every year, with recent programs nearing a 100% funding rate.



4.4 Startup Wise Guys – Tallinn, Estonia

GENERAL:

Startup Wise Guys is an accelerator program for early stage technology start-ups. Currently, it offers BusinessTech program - a 3+1 month long program for B2B tech start-ups.

Their **goal** is to build a bridge of innovation connecting startups from around the world to markets and experts from the UK and the US.

Field - Web-based and mobile technologies.

PROCESS:

Phases

1. Awareness;
2. Application;
3. Program;
4. Demo day;
5. Post Demo day

Activities divided by phases:

1. Awareness - startups can follow the accelerator on social media channels, website, or attend startup events.
2. Application - submitting an online application form
3. Program - joining the 3+1 months accelerator program and participate in workshops, training and mentor sessions; be fully committed to building their business (shape, build, sell, follow-up)
4. Demo day - pitching to investors in Tallinn
5. Post Demo day - pitch to investors in UK; some of the teams get access to discounted office space in Silicon Valley, New York, or Los Angeles; teams go through screening in Silicon Valley with potential customers and possible pilot companies

Methods and tools used in each phase

1. Awareness - Facebook, Twitter, website, content creation, participation in events
2. Application - <http://www.f6s.com/businessstechaccelerator>
3. Program - Workshops, Trainings, Mentorship
4. Pitching, Fundraising
5. Pitching, Fundraising

Selection process

1. Applying on <http://www.f6s.com/businessstechaccelerator>
2. All applications are reviewed by the investors and mentors of Startup Wise Guys
3. Shortlisted candidates are invited to Skype interviews

4. Teams reaching the last round of the selection process are invited to Tallinn for a pre-program and the final interviews.

Duration of the programme - 3 + 1 months

Funding - Teams receive EUR 15 000 investment (EUR 5000 per founder, a minimum of 2 founders) for 8% equity

Support - Financially (investments by the accelerator), practical guidance, mentoring (by accelerator-staff, more experienced entrepreneurs, companies), training, financial counselling, networks

People responsible for running the accelerator - Industry professionals.

PEOPLE:

Start-up teams - Entrepreneurs and engineers.

Partners:

- TechStars London, Garage48 & other startup organizations;
- Microsoft, Amazon and other corporate partners; etc.

SPACE:

Location - Startup Wise Guys office is located at Tallinn Business Incubator in Tallinn, Estonia.

Non-technical resources – Mentorship

Technical resources – Perks

MOST SUCCESSFUL PROJECTS:

1. VitalFields (Estonia) - Founded in 2011 at the Garage48 hackathon, and also an alumni of accelerator Startup Wise Guys, VitalFields offers web and mobile apps to put farm management into the cloud and harness otherwise untapped farm-related data. Its cloud-based wares help farmers do things like plant disease and growth phase modelling, tracking climatic patterns, and other farm management-related activity such as farm planning, stock management and P&L reports. In the beginning of 2014 it raised €750,000 in follow-on funding.

2. WappZapp (Netherlands) WappZapp brings online TV in to the living room, on demand, personal, social and on any screen, improving the value of online video. Total investment since graduating from Startup Wise Guys is over €650,000. Award for Best Mobile App at The Next Web Startup Awards for Holland 2013. The app has over 350,000 downloads since release with 50,000 weekly returning users.

3. Cloutex - enables you to integrate and synchronize data between your online business services like Salesforce, Quickbooks Online and Magento. It has managed to secure a follow-up investment of EUR 500k.

4.5 Seedcamp – Sofia, Bulgaria

GENERAL:

Fields - Software, Mobile, Internet, Media, Other

Seedcamp is one of the most connected international seed investors in the world and a leading Europe micro-seed investment and mentoring program.

Seedcamp provides startups with three funding options, and in addition to capital, startups receive access to Seedcamp Academy program which includes a mentoring programme designed around helping companies achieve and scale product/market fit, 3-mos of office space with us and our other companies at Google Campus London. Additionally, they offer €200K worth of discounted services in our Founders' Pack, as well as a 2-week mentoring tour of the US.

PROCESS:

Phases:

1. Awareness;
2. Application;
3. Program
4. Demo day;
5. Post demo day

Activities – day-long versions of Seedcamp Week that are geared toward connecting people to help create startup ecosystems across EMEA, for startups to receive feedback from local experts and for teams to get to know Seedcamp better prior to applying to a Seedcamp Week. Typically 10-15 startup teams are selected to attend.

Methods and tools used in each phase:

1. Awareness - Facebook, Twitter, website, content creation, participation in events
2. Application - <http://www.f6s.com/eleven>; Interviews; Selection Days
3. Program - Workshops, Trainings, Mentorship
4. Demo Day - Pitching
5. Post demo day - Progress monitoring

Selection of start-ups:

1. Applications review
2. Interviews
3. Selection Days

Start-ups are selected based on:

- Market size;
- Scalable online distribution;

- Cross functional team;
- Capital efficiency;
- Measurable usage;
- Functional prototype/traction;
- Solves a problem.

Duration - The accelerator program lasts 3 months. The accelerator team tracks metrics to measure progress.

Funding and support - Financially (investments by the accelerator), practical guidance, mentoring (by accelerator-staff, more experienced entrepreneurs, companies), training, financial counselling, networks

PEOPLE:

People responsible for running the accelerator - Industry professionals.

Start-up teams - Entrepreneurs and engineers.

SPACE:

Location - Eleven's coworking space is situated in the very center of Sofia - the capital of Bulgaria. The accelerator's office, also known as The Roof, is located in the former Bulgarian Telephone Chamber building. The vast open space (700m²) has been retrofitted into a vibrant, open, collaborative startup hub. The Roof has coworking space, a meeting room, coffee area, entertainment area, Design Thinking Lab.

Non-technical resources - mentorship, consultations, office hours

Technical resources - physical office space, Internet, perks

MOST SUCCESSFUL PROJECTS

Eleven's startups are less than one year-old on average and it's too early to determine.



4.6 Eleven Bulgaria Ltd. in Sofia (Bulgaria)

GENERAL:

Main field - E-commerce, Hardware, Games, Healthcare, Productivity, Digital Media, Payments and Financial Service, Wearables, Internet of Things, Lifestyle, etc.

Description - Eleven is an accelerator and venture capital fund for early-stage startups. It provides entrepreneurial mentorship and expertise, platform/technology support and the critical first round of financial investment. With EUR 12 million of funding provided by the European Investment Fund (EIF) through the JEREMIE Program, Eleven is one of the biggest early stage investors in CEE.

Purpose - Eleven is shaped around the belief that the community is the edge of the accelerator programme. Eleven's mission is to link passionate entrepreneurs with dedicated mentors and investors that can help them build great businesses.

PROCESS:

Phases/steps:

1. Awareness;
2. Application;
3. Program;
4. Demo day;
5. Post demo day.

Activities divided by phases:

1. Awareness - Eleven cooperates with many organizations from the startup community in CEE and is present at almost every startup event in the region. Thus, startups may easily contact the Eleven team if they attend these events. News about the accelerator's activity can be found on its Facebook page, Twitter, website and the infographics it often publishes.
2. Application - The accelerator opens three application windows per year. Startups have 1 month to submit their online application. Afterwards, the pre-selected teams (about 50) are invited for interviews with the Eleven team. Half of them are invited to Selection Days - a three-day event which aims to sift out the most promising projects. Startups go through trainings and mentor sessions in order to prepare themselves for pitching in front of the investment committee.
3. Program - All startups go through a three-month accelerator program, including a number of mentor sessions, workshops, trainings, networking events. At the end of the program they are expected to have a working prototype of their product and launch it on the market.
4. Demo Day - Startups pitch to investors, mentors, community members.
5. Post demo day - Eleven decides whether to invest further in the program graduates.

Methods and tools used in each phase:

1. Awareness - Facebook, Twitter, website, content creation, participation in events
2. Application - <http://www.f6s.com/eleven>; Interviews; Selection Days
3. Program - Workshops, Trainings, Mentorship
4. Demo Day - Pitching
5. Post demo day - Progress monitoring

Selection of start-ups:

1. Applications review
2. Interviews
3. Selection Days

Startups are selected based on:

- Market size;
- Scalable online distribution;
- Cross functional team;
- Capital efficiency;
- Measurable usage;
- Functional prototype/traction;
- Solves a problem.

Duration of stay - The accelerator program lasts 3 months. The accelerator team tracks metrics to measure progress .

Funding:

- Standard Accelerator Program - EUR 25k-200k for 8-12% equity
- Eleven 100 (for more advanced startups) - EUR 50k for 6% plus EUR 50k as a convertible note after the first 3 months

Support - Financially (investments by the accelerator), practical guidance, mentoring (by accelerator-staff, more experienced entrepreneurs, companies), training, financial counselling, networks

PEOPLE:

Staff - Industry professionals

Start-up teams - Entrepreneurs and engineers

Partners - Microsoft Ventures, Telerik, Softlayer, Global Accelerators Network, Google, TechStars, European Investment Fund, etc.

SPACE:

Relation to university - Eleven keeps close relationships with several universities in the region for projects sourcing and joint researches.

General premises - Eleven's coworking space is situated in the very center of Sofia - the capital of Bulgaria. The accelerator's office, also known as The Roof, is located in the former Bulgarian Telephone Chamber building. The vast open space (700m²) has been retrofitted into a vibrant, open, collaborative startup hub. The Roof has coworking space, a meeting room, coffee area, entertainment area, Design Thinking Lab.

Non-technical resources - Mentorship, consultations, office hours.

Technical resources - Heavily used: physical office space, Internet, perks

MOST SUCCESSFUL BUSINESSES

Eleven's startups are less than one year-old on average and it's too early to determine.

4.7 GameFounders in Tallinn (Estonia)

GENERAL:

Main field - Gaming apps, Games, Game Related Platforms, Products & Tools

Description - GameFounders is the first gaming startup accelerator in Europe.

Purpose - GameFounders provides funding and mentorship to gaming startups, helping them on their way of building profitable business.

PROCESS:

Phases/steps:

1. Application
2. Program
3. Demo day

Activities:

1. Application - teams submit the application form
2. Program - teams move to Tallin, Estonia, and get enrolled in the accelerator program, including meetings with mentors who cover the whole scale of game development, VCs and investors.
3. Demo Day - Startups pitch to investors, mentors, community members.

Methods/tools:

1. Application - online application; interviews
2. Program - Mentorship
3. Demo Day – Pitching

Selection of start-ups:

1. Applications review
2. Skype interviews
3. Personal interviews
4. Evaluation panel

Startups are selected based on:

- potential of the team;
- beta / first release (traction)

Duration of stay - The accelerator program lasts 3 months.

Funding - €5k per founder, up to a maximum of €15k, for 9% equity

Support - Financial help, mentoring, free office space and maintenance services

PEOPLE:

Staff - Industry professionals

Start-up teams - Entrepreneurs and engineers (gamers)

Partners - Startup Estonia, Startup Sauna, Game Dojos

SPACE:

There is no relation to university.

General premises - Office space in a brand-new building in Tallinn.

Non-technical resources:

- 80+ gaming gurus, ceos and developers as mentors
- Access to networks of gaming contacts
- Access to gaming investment funds, vcs and angels

Technical resources - office space, perks



MOST SUCCESSFUL BUSINESSES

GameFounders' startups are less than a year-old on average and it cannot be determined.

4.8 Hub:raum Berlin (Accelerator Program) in Berlin (Germany)

GENERAL:

Main fields:

- Telecommunication & Connectivity
- TV, Video & Multi Screen
- Cloud based Business Solutions
- Mobile Payment & Commerce
- Customer Analytics & Big Data
- Device & Access Security
- Advertising Technology
- Education
- Health
- Internet of Things

Description - hub:raum is the accelerator of Deutsche Telekom investing in early stage startups. It backs them with co-working-space, mentoring and helps them to find the right business partners within Deutsche Telekom.

Purpose - hub:raum Accelerator aims to help startups in all aspects that are relevant to making their business real: concept development and business model, scrum and milestone planning, PR, marketing, legal matters.

PROCESS:

Phases/steps:

1. Awareness;
2. Application;
3. Program

Activities:

1. Awareness - hub:raum runs an incubator program and an accelerator program in 3 locations (Berlin, Krakow, Tel Aviv). Startups can learn about these programs through social media channels, the company's website, startup competitions.
2. Application - Currently, the program is offered continuously, which means, that as long as there is office-space and the team meets hub:raum's standards, startups can apply here

<https://www.hubraum.com/apply> and join the program.

3. Program - Startups go through an 8-week accelerator program, including a number of mentor sessions, workshops, trainings, networking events, meetings with Telekom Business Units & hub:raum Partners.

Methods/tools:

1. Awareness - Facebook, Twitter, website, content creation, participation in events
2. Application - <https://www.hubraum.com/apply>
3. Program - Workshops, Trainings, Mentorship

Selection of start-ups - Applicants for Telekom Incubator are chosen via a qualitative selection process.

- APPLICATION PERIOD - During the first competitive phase (application) applicants submit ideas in the form of an expressive concept / business model/ business case via our contact form.
- EVALUATION PERIOD - Employees of DTAG as well as external experts will assess the application.

Feedback and choice criteria - The following criteria guide the assessment and selection process of applicants:

- creativity of the idea and the concept
- design and quality of visualisation
- form and quality of presentation
- overall impression and impact
- practicality of the idea

Creativity will be assessed by means of the following indicators:

- problem sensitivity (identify areas where need for innovative solutions exists)
- originality in terms of innovativeness
- flexibility (development of new solutions to problems)
- elaboration (how the adaptation of the idea can become reality)
- conceptual level

Further assessment criteria:

- technical realisation
- technical solutions
- usability (i.e. simplicity of service)
- customer use (i.e. specific features of the concept)

Duration of stay - The accelerator program lasts 8 weeks.

Funding and support - hub:raum's terms are different for the accelerator and incubator program:

- Accelerator - no funding, coworking, mentorship, training



- Incubator - EUR 100k-300k for 10-15% equity, coworking, mentorship, leveraging

PEOPLE:

Staff - Industry professionals

Start-up teams - Entrepreneurs and engineers

Partners - Probably Deutsche Telekom's partners.

SPACE:

Other locations - Tel Aviv (Israel) and Krakow (Poland)

There is no relation to university.

General premises - Co-working spaces in all locations. In Berlin - hub:raum Campus.

MOST SUCCESSFUL PROJECTS

hub:raum's startups are less than one year-old on average and it's too early to determine.

4.9 Launchhub in Sofia (Bulgaria)

GENERAL:

Main field - ICT sector

Description - LAUNCHub (Launch hub) is a 9M Euro Seed & Acceleration fund that invests in startup companies, mainly from the ICT sector from Bulgaria and the region. LAUNCHub partners with the largest early-stage micro seed investment fund and program in Europe - Seedcamp, and with the Cisco Entrepreneurship Institute Bulgaria.

Purpose - LH helps innovative businesses grow through financial support and mentoring.

ACTIVITIES:

Phases/steps:

1. Awareness;
2. Application;
3. Program
4. Demo day;
5. Post demo day

Activities:

1. Awareness - Startups can learn about Launchhub at startup events, on the accelerator website and on social media.
2. Application - The accelerator opens three application windows per year. Startups have around 3 weeks to submit their online application. Afterwards, the pre-selected teams (about 20) are invited for the so called Long Weekend - a three-day event which aims to sift out the most promising projects. Startups go through trainings and mentor sessions in order to prepare themselves for pitching in front of the investment committee.
3. Program - Startups go through a two-month intensive program, including mentoring, but it is not obligatory for them to participate in it. Some startups don't relocate to Sofia.
4. Investors Day - Startups pitch to investors.
5. Post Investors Day - LH decides whether to invest further in the program graduates.

Methods/tools:

1. Awareness - Facebook, Twitter, website, content creation, participation in events
2. Application - <http://www.f6s.com/launchub>; Long Weekend
3. Program - Workshops, Mentorship
4. Demo Day - Pitching
5. Post demo day - Progress monitoring

Selection of start-ups:

1. Application
2. Pre-selection
3. Long Weekend (Shortlist)

The ideal applicants for the program are expected to be a committed team of entrepreneurs (a single applicant will be considered an exception), with a scalable idea that are capable to present either a prototype, or to define the offered product or service. We encourage all kinds of ideas, which will "disrupt" the so far established models of work in the spheres like education, healthcare, entertainment, finance and other"

Duration of stay- Program lasts 6-9 months on average, with a 2-month of intensive period. Participation in the program is not obligatory. Startups may not relocate to Sofia.

Funding

- Acceleration Program - EUR 30k for 8-10% equity
- Seed Stage - up to EUR 200k

Support - Financially (investments by the accelerator), practical guidance, mentoring (by accelerator-staff, more experienced entrepreneurs, companies), training, financial counseling, networks

PEOPLE:

Staff - Industry professionals

Start-up teams - Entrepreneurs and engineers

Partners - Microsoft Bizspark, Telerik, Softlayer, HTC, Seedcamp, betahaus|Sofia, etc.

There is no relation to university.

General premises - HQ located in Sofia, Bulgaria. No coworking space.

MOST SUCCESSFUL BUSINESSES

Launchub's startups are less than one year-old on average and it's too early to determine.

4.10 NDRC Launchpad in Dublin (Ireland)

GENERAL:

Main field - Digital

Description- NDRC is an early stage investor in innovation, making ventures happen by investing in startups and improving the environment in which ventures can grow. NDRC LaunchPad is Ireland's first and leading digital accelerator, specifically designed to enable entrepreneurial teams to transform solid ideas into commercially viable startups.

Purpose- The emphasis is on intensive mentoring and the high-touch approach that defines the NDRC method. Over an intensive 12-week period, participants receive micro-seed investment and support with every aspect of their business as well as a fast track to attracting follow-on investment

PROCESS:

Phases/steps:

1. Awareness;
2. Application;
3. Program;
4. Demo day

Activities:

1. Awareness - participation in events, social media
2. Application - fill-in an online application form on f6s
3. Program - startups go through a 12-week accelerator program, including a number of mentor sessions, workshops, trainings, networking events
4. Demo day - pitch to investors

Methods/tools:

1. Awareness - website
2. Application - <http://www.f6s.com/ndrclaunchpad8>; Interviews; Selection Days
3. Program - Workshops, Trainings, Mentorship
4. Demo Day - Pitching
5. Post demo day - Progress monitoring

Selection of start-ups:

1. Applications review
2. Interviews

Duration of stay - The accelerator program lasts 12 weeks.

Funding - Micro-seed investment of up to €20k per venture. The opportunity to pitch to investors at the end of year Lift Off event

Support - Financially (investments by the accelerator), practical guidance, mentoring (by accelerator-staff, more experienced entrepreneurs, companies), training, financial counseling, networks

PEOPLE:

Staff - Industry professionals

Start-up teams - Entrepreneurs and engineers

Partners - Microsoft Bizspark

MOST SUCCESSFUL BUSINESSES:

1. LogEntries - LogEntries secured a \$1.1M seed round led by Polaris Venture Partners. LogEntries collects and analyzes huge quantities of machine-generated log data, helping companies track their application logs. LogEntries will use the funds to accelerate product development and expand. Founded in 2010, LogEntries emerged from University College Dublin's Performance Engineering Laboratory after a decade of joint research with IBM.

2. Fieldaware - Fieldaware is an Irish cloud software firm which develops mobile apps for field service organisations and their workers. NDRC is a shareholder in the firm which graduated from the NDRC LaunchPad programme in 2012. In 2013, the company raised €9 million in funding from US venture capital outfit, Openview.

3. Soundwave - Soundwave, a music discovery app, closed an investment round of \$700k in 2013. Soundwave has been downloaded over 750,000 times in 182 countries, was ranked by Forbes as the #2 company making consumption smarter in 2013, and by the AppStore as 'Best of 2013'.

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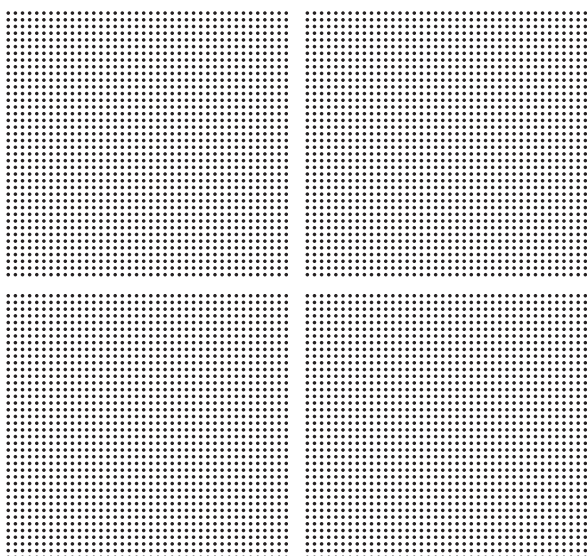
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