



European Union  
European Regional  
Development Fund

# SPEED UP

## Interreg Europe

# GOOD PRACTICES GUIDE

Cooperation between the public authorities, business sector,  
universities and R&D institutions



# **Introduction**

# SPEED UP project

SPEED UP project aims to improve the implementation of policy instruments under Structural Funds programmes dedicated to support of entrepreneurship, in particular concerning business incubation. To achieve this aim, the project will support collective learning and capacity building between partner organizations and relevant stakeholders that provide support to business creation, development and growth.

## The main goals are to:

- improve services provided by business incubators and ensure their financial sustainability;
- deepen the cooperation among public authorities, business sector, universities and R&D institutions;
- enable support to specific target groups, like young people, migrants or female entrepreneurs;
- develop performance monitoring systems for incubators and hosted startups.

## Main actions include:

- exchange of experiences on the ways partners support their business incubators
- benchmarking of experiences against those of their peers
- learning about what works and what doesn't in different contexts
- developing action plans to put into action lessons learned from the cooperation

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The second Good Practices Guide is dedicated to the main topic "Cooperation between the public authorities, business sector, universities and R&D institutions". It provides an overview, based on the identification and analysis of good practices carried out through desk research, project meetings and study visits, and the exchange of experiences from the second year of the project.

Despite different institutional structures, levels of cooperation and specialisation, all the models share the same goals: to improve the entrepreneurial ecosystem, to strengthen entrepreneurial culture, boosting innovation and technology transfer.

During the second year of the project, the project partnership, composed of 9 organisations, has activated its stakeholder network, identified regional good practices and exchanged its experiences during the Interregional Thematic Seminar in Tallinn in June 2016. As a result, five good practices have been identified, and they present a wide range of possible cooperation models. These range from small initiatives for developing a growing urban network; a R&D institution focusing on technology transfer and multilevel pathways for entrepreneurs; a university business and innovation centre with a strong focus on companies, to a regional cluster uniting several initiatives through a formal agreement and a business integrator realized by the European Regional Development Fund (ERDF).

SPEED UP partners have defined four main aspects, related to this topic, which have been addressed in greater depth during the second Interregional Training Workshop,

held in Lisbon on September 2017, with the participation of several European experts.

The presentations provided during these meetings, and video documentation are published on the project website [www.interregeurope.eu/speedup/](http://www.interregeurope.eu/speedup/)

These meetings underlined the high importance of cooperation activities for improving the entrepreneurial ecosystem, adjusting complementary roles between regional actors and identifying needs of action.

Important benefits of cooperation activities are:

- Improvement of start-up services and entrepreneurial knowledge
- Mapping of the entrepreneurial ecosystem
- Technology transfer
- Promotion of entrepreneurial culture
- Establishment of new policy instruments
  - > Good Practice: Andalucía Emprende Foundation – Establishment of a business incubator in each Andalusian university
- Specialized services for companies
  - > Good Practice: Mektor - Access to labs for product testing and prototyping
- Connection of entrepreneurial culture and social innovation

**By summarizing the discussions between the project partners, European experts and stakeholders, SPEED UP identified the following interregional recommendations:**

- Local authorities as matchmakers between relevant stakeholders
- Clear decision-making structures

- Companies need access to labs at universities for product testing and prototyping
- Strengthen the local ecosystem, by formalizing existing cooperation activities between different actors throughout agreements
- Adding a business incubator in each university
- Joint action to promote entrepreneurial culture
- Creation of network activities among complementary stakeholders
- Programs to insert researchers into companies

As the potential transferability of the good practices, is one of the main criteria for their selection, in order to be considered a good practice, a business incubation model should be transferable without major changes. It means that the model has to show "concept-readiness" in terms of its viability, and implementation in other regions, as well as demonstrating a strong performance.

On the other hand, institutions must demonstrate an "institutional readiness" to adopt the concept accurately. This includes quantitative (facilities, laboratories, staff management etc.) and qualitative (level of specialization, access to scientific knowledge) resources which need to be assured and developed. Furthermore, a transferable model should not rely on major technical or financial investments.

# **Good Practices**

## **Short Profile**

**The following Business Incubation models have been chosen as Good Practices for the topic "Cooperation between the public authorities, business sector, universities and R&D institutions"**

## **TAKEOFFANTWERP**

Location: Antwerp/ Belgium

A growing network to stimulate entrepreneurship in the City of Antwerp by mapping an ecosystem and developing a joint strategy.

University Colleges Antwerp, City of Antwerp, Chamber of Commerce of Antwerp and the student organization SINC (Students for Innovation and Cooperation). The purpose was to inspire, inform and support students, while developing entrepreneurial competences or setting up their own businesses.

From the 1st of September 2016 this collaboration elaborated to fit the European Development Fund (ERDF) call on "Innovative partnerships and ecosystems in entrepreneurial student cities". The youth organization Kavka joined in and initiated a broader focus on youth – not only students – in Antwerp. This new alliance is called the TakeoffAntwerp\_Alliance and aims to create an entrepreneurial environment for youth in Antwerp.

Number of joint cooperation/projects tackling policy instruments: **2**

Number of common network events: **3**

Number of formal agreements on future regional cooperation's between stakeholders: **3**

Quantification of resources/Quantifiable levels of resources and qualification needed:

TAKEOFFANTWERP:

- Formal agreement between the Association of University and University Colleges and the local public authorities (City of Antwerp)
- Association of University & University Colleges provide **1.2 FTE**
- The City of Antwerp provides **0.3 FTE**

Co-working space for start-ups

TAKEOFFANTWERP\_ALLIANCE:

- Funding by ERDF (40%) and Flemish government (30%) and local partners (30%): **500,000** for 2 years (1/9/2016 -31/8/2018)
- Connecting activities to involve relevant stakeholders
- Building up expertise (methodology, digital library on entrepreneurship, training sessions for staff/ students)
- First line support in each partner organization
- The City of Antwerp is strongly supporting activities which target entrepreneurship

**Innovative Character:**

- First cooperation between the city, the chamber of commerce and higher education institutions
- First common activities involving several partners, addressed at stimulating entrepreneurial culture
- Partners have complementary roles, this reduces competitive activities. The trans-institutional collaboration among higher education institutions is unique.
- Developing a strategy and methodologies, with particular attention to interdisciplinarity, to stimulate innovative thinking.
- Boosting entrepreneurial thinking by using a wide range of information services for students and youth to inform them about Antwerp's ecosystem, without any engagement in a programme
- Free advisory services
- TAKEOFANTWERP brings more entrepreneurial orientation into the universities' programmes

Recommendations: Local authority acting as matchmaker, by maintaining an overview of all the stakeholders in the city. Connecting to a student organisation to improve services, a platform with a broader dimension, clear decision-making structures, identify intermediaries (teachers, youth workers)

## **Foundation for Research and Innovation**

Quantification of resources/Quantifiable levels of resources and qualification needed:

Location: Florence/ Italy

Foundation for Research and Innovation (FRI) is promoted by the University of Florence, the Metropolitan City of Florence and the Cassa di Risparmio di Firenze Bank Foundation. FRI aims at technology transfer and higher education, thus fostering relationships between enterprises and universities, with particular attention being devoted to funding opportunities for innovation and a focus on entrepreneurship and innovative thinking. FRI is particularly involved in the organization of events, as well as the participation in territorial initiatives to highlight the results of research, thus contributing to the diffusion of a culture of innovation. FRI also carries out multidisciplinary strategic projects focusing on social and productive challenges to strengthen synergies among universities, enterprises and institutions.

- Triple helix of innovation, thanks to its promoters, the University of Florence, Metropolitan City of Florence and the Cassa di Risparmio di Firenze Bank Foundation
- Collaboration model with public administration, business sector, universities, R&D, trade associations, incubators, co-working spaces, becoming a player within the innovation ecosystem
- Multilevel pathway through specific project programs:
  - a) Impresa Campus Unifi is a training program for students and graduates
  - b) Support for innovative startups in Florence, through provision of training, matchmaking and networking services designed on special requests
  - c) Hubble acceleration program with a focus on the digital market
  - d) Faber project: Inserts a researcher into a company to support and implement R&D activities with innovative impact
- Access to scientific knowledge and researchers

Number of joint cooperations/projects tackling policy instruments: 1

Number of common network events: > 20

Number of formal agreements on future regional cooperations between stakeholders: 3

Innovative character:

- Multilevel pathway for local development across several projects (a – d)
- Common language for communication with all the ecosystem actors, to connect them, provide access to information and local activities/events and implement impacting initiatives with benefits for the region

Recommendations:

- Understanding local needs when developing new projects
- Detailed analysis of local companies' needs, to build functional projects
- Creation of network activities among different stakeholders to stimulate innovation processes
- Connection of different stakeholders to develop impacting initiatives and projects with benefits for the region
- Understand the value of these initiatives, which means thorough dissemination and explanation of the activities through local companies

## **TTÜ Innovation and Business Centre Mektor**

Location: Tallinn/Estonia

The Innovation and Business Centre Mektor was founded in 2013 and established by Tallinn University of Technology (one of the largest technology university in the Baltics), located in the campus same campus with Tallinn Science Park Tehnopol Foundation. The aim of Mektor is to encourage the cooperation between the academia and private sector, namely bringing together the university research capacity, students, laboratories and SMEs, corporates to make the technology transfer and R&D projects happen. Mektor was built in strong cooperation with private sector companies and institutions.

Number of joint cooperations/projects tackling policy instruments: ca. 300

Number of common network events: ca. 50

Number of formal agreements on future regional cooperations between stakeholders: 12

Quantification of resources/Quantifiable levels of resources and qualification needed:

- University which initiates innovation and business centre
- Development of labs in cooperation with companies, testing and lab facilities
- Network of sponsors and private company partners
- Access to technological know-how from university researchers
- Services for the private sector and other educational institutions
- Collaborative start-up programs

### **Innovative Character:**

- Mektor was initially 50% financed by the private sector and sponsorships
- The building was renovated and redesigned by the university
- Companies provide services and equipment for construction and interior design (wall paint, furniture, lab equipment etc.)
- Labs are accessible for companies (90% financed by private companies)

### **Recommendations:**

- Common gateway for companies to collaborate with the university's academics and students.
- Testing and lab facilities are open for start-ups and students to test and try new innovative products.
- Collaborative start-up programs with the whole ecosystem for a sustainable flow of new-born unicorns.

## **University CADEs network**

Location: Andalucía

The regional network Andalucía Emprende cooperates with the Regional Ministry of Education to foster the entrepreneurial culture in the public educational system, boosting entrepreneurial skills and knowledge, from kindergartens to universities. The network was founded by an agreement between Andalucía Emprende and the Universidad Pablo de Olavide with the intention of empowering the relationship and for stimulating entrepreneurship at University

Number of joint cooperations/projects tackling policy instruments: 4

Number of common network events: 19 (based on data from the school year 2016-2017)

Number of formal agreements on future regional cooperations between stakeholders: 1

Quantification of resources/Quantifiable levels of resources and qualification needed:

- Regional government institution
- Cooperation between universities, regional government and the private sector
- Cooperation has no limits, thus they have a wide-range of services
- More than 200 business centers connected
- 858 free spaces: 310 industrial buildings, 548 offices
- The services which Andalucía Emprende provides are free of charge
- Business incubator at Pablo Olavide University (UPO)- university: University provides the venue, Andalucía Emprende provides human resources, computers etc.
- Target group: Pablo Olavide University students
- Andalucía Emprende was formalized in 2017, based on more than 10 years of cooperation

### **Innovative Character:**

- Initiative to install business incubator in each Andalusian university .
- Andalucía Emprende has many spaces available for startups across Andalucía.
- Students at the university can do internships at Andalusian Business Centres, being tutored by a technician.
- If a company incubated in an Andalusian Business Centre makes an employment contract for paid training with a student or new graduate, Andalucía Emprende extends the period for staying in its facilities free of charge.

### **Recommendations:**

- Joint actions to promote entrepreneurial culture
- Specific training actions for members of the university community
- Preparation of reports and studies
- Business incubators in all universities

## Cittadella Galileiana

Location: Pisa

The Cittadella Galileiana has been implemented through the ERDF Operational Programme of the Tuscany Region. It is thought to be a dynamical representation of the urban innovation system, which stems from the best competencies in life sciences ICT and robotics sectors and is nourished by Pisa scientific atmosphere and history. The Cittadella Galileiana is inspired by the international model of science centre but it is distinguished by a central location to the city and for the various centres of excellence. It includes the Business Integrator, which aims to be the answer to the Industry 4.0 challenges. It will be a breeding environment for start-ups and spin-offs specialized on Internet of Things, Big Data & Analytics, Cloud, Fog computing and Robotics.

Quantification of resources/Quantifiable levels of resources and qualification needed:

- ERDF Funding, mainly for regeneration activities of the building
- An area in the middle of Pisa combining co-working spaces: hosting start-ups, university spinoffs, teams of innovators, activities; prototyping labs; cultural spaces: fostering the "scientific atmosphere" of this space with cultural events, technology showcase to be developed in cooperation with the museum and online through ICT platform and offline in Tech Shop and Tech Café; Dissemination of digital fabrication and digital social innovation culture and ideas through guided school visits and 'learning by doing' activities for young people.
- Public-private partnership: Government provides the building; external companies manage the business integrator (call of tender)

### **Innovative Character:**

- ERDF grant to implement a business integrator in the middle of the city, with a high recognition factor.
- The business integrator combines co-working spaces, prototyping labs, cultural spaces and the dissemination of digital fabrication and digital social innovation, culture and ideas.



## **III Good Practices**

### Detailed Description

## **TAKEOFFANTWERP**

TAKEOFFANTWERP began in December 2014. The Association of University and University Colleges Antwerp decided to hire a venue to stimulate student entrepreneurship among their students. At that time, the City of Antwerp decided to support the goal of seeing more young entrepreneurs starting in Antwerp.

The collaboration is based on an agreement between the Association and the City of Antwerp. Both support the project by means of human and financial resources. At the moment, TAKEOFFANTWERP is also supported by resources from the Flemish and European Governments until August 2018.

TAKEOFFANTWERP aims to inspire, inform and support students (and youth) to develop entrepreneurial skills or start up a business. Therefore, TAKEOFFANTWERP provides a co-working place and the project is also developing into a community where initiatives come together, and student/young entrepreneurs meet up.

Before TAKEOFFANTWERP, there was no cooperation between the city, the chamber of commerce and the higher education institutions. Of the latter, only one university college had an entrepreneurial programme. Since the collaboration, more entrepreneurial programmes have been developed and some joint events have been organised.

The cooperation between the higher education institutions also connects different areas of study. Students with different backgrounds meet up, which leads to innovative ideas for tackling societal challenges.

From outside the TAKEOFFANTWERP collaboration. Hence the project has defined the following key actions:

- Mapping the ecosystem and all relevant partners
- Developing a joint strategy to stimulate entrepreneurship
- Exchanging best and worst cases for projects and methodologies on entrepreneurship
- Building a joint calendar of entrepreneurial activities, and opening events to each other's students/youngsters
- Getting in touch with new stakeholders to enforce the entrepreneurial ecosystem

Secondly, TAKEOFFANTWERP wants to collect and develop expertise by:

- Developing a methodology to stimulate innovative thinking among students/youngsters
- Organising new training if necessary, and opening existing training sessions to each other's students/staff
- Creating a digital library on entrepreneurship

And finally, TAKEOFFANTWERP offers support by:

- Installing first line support within every partner's organisation

At first, the most active partners were the association of higher education and the City of Antwerp, because they had dedicated people working on the project. Gradually the sense of ownership grew at the university and university colleges. The extra funding from the ERDF and the Flemish government provided incentive to get all the partners on board and more involved.

TAKEOFFANTWERP began as a platform for student entrepreneurship. Due to the extra funding, new partners came on board and the target group became more extensive. The project, now called TAKEOFFANTWERP\_ALLIANCE, now focuses on all youngsters in Antwerp, between the ages of 18 and 25 years. To reach them, as well as the students, the project also identified an intermediate target group, consisting of teachers, staff and youth workers.

The types of partners involved – students, the chamber of commerce, the university, university colleges, a youth organisation and the local authority – could also be duplicated in other student cities.

2 joint cooperations/projects tackling policy instruments:  
TAKEOFFANTWERP and TAKEOFFANTWERP\_ALLIANCE

3 common network events in 2017

3 formal agreements on future regional cooperations between stakeholders

Short-time and Long-time effects: The scaling-up of all activities and increased visibility of young entrepreneurship in the city. A new European project (teach-the-teacher) with several European cities.

## **Lessons learnt**

Firstly, connecting allows all the partners to get to know one another. Before TAKEOFFANTWERP, there was a lot of fragmentation and ignorance. Connecting the stakeholders, enables cooperation and efficiency in this domain. A local authority can be involved as a matchmaker, by maintaining an overall view of all the stakeholders in the city.

By connecting with a student organisation, the project can respect immediately the needs of the target group. Hence, activities are tailor made and the reach of the target group is better, thanks to their communication efforts.

By scaling up, it is easier for third parties and the local authority to connect with TAKEOFFANTWERP. In terms of European projects, the project offers a platform with a broader dimension than that of each individual partner. As in any cooperation, a lot depends on the people who are involved. Dedicated people are necessary to get things done. Secondly, more partners means there are more opinions. That complicates decision making and the organisation of activities. And last but not least, the project must be recognized within every partner, at a strategic level. It is the only way to anchor it and make it sustainable.

## **Contact Details**

Organization: [TAKEOFFANTWERP](#)

Contact person: Marie Schoeters

Address: Francis Wellesplein 1, 2018 Antwerpen

Tel: +32 486 82 69 92

Email: [marie.schoeters@stad.antwerpen.be](mailto:marie.schoeters@stad.antwerpen.be)

[www.takeoffantwerp.be](http://www.takeoffantwerp.be)

[facebook.com/takeoffantwerp](http://facebook.com/takeoffantwerp)

**TAKEOFFANTWERP\_**  
FUELING  
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## Foundation for Research and Innovation

The Foundation for Research and Innovation - FRI - promoted by the University of Florence, Metropolitan City of Florence and the Cassa di Risparmio di Firenze bank Foundation, aims at technology transfer and higher education, thus fostering relations between enterprises and universities, with particular attention being devoted to funding opportunities for innovation and a spotlight on entrepreneurship and innovative thinking.

FRI is particularly involved in the organization of events, as well as participating in regional initiatives to highlight the results of research, thus contributing to the diffusion of a culture of innovation. FRI also carries out multidisciplinary strategic projects focusing on social and productive challenges, in order to strengthen synergies among universities, enterprises and institutions. Among them, there are 4 projects which are highly relevant from the point of view of deepening the cooperation of the following local stakeholders: public administrations, business sector, universities and R&D institutions, trade associations, which are all involved at different level.

The good practice is then related to a specific multilevel pathway to help companies, both old and new, to grow, develop the right knowledge, communication strategy, effective business models and business plans for performing better in their markets, and then to deepen their relationship with the research field and the university with the support of public administrations and investors. The multilevel pathway involves the following specific projects-programs:

- Impresa Campus Unifi (ICU)
- Support to innovative Florence area start-ups
- Hubble
- Faber

At Impresa Campus Unifi, students and graduates can apply for a 5 months long training program. It is promoted by CsaVRI (service centre for the enhancement of research and management of the university incubator) and the Foundation for Research and Innovation with a contribution from the Cassa di Risparmio di Firenze Bank Foundation, to disseminate entrepreneurial culture, and to promote the

birth of new start-ups led by young people coming from the academic world. The pilot project started in 2013, in the second semester of 2017, the 6th edition will start.

Two complementary projects aim at transferring targeted services for start-ups, which are mainly related to the acceleration phase and to all the required tutoring/mentoring/coaching activities.

**1** Project to support innovative start-ups belonging to the Florence metropolitan area; the project started in June 2016 and ended in January 2017, it was promoted by the Metropolitan City of Florence and the Cassa di Risparmio di Firenze Bank Foundation and implemented by Foundation for Research and Innovation, with the aim of supporting innovative start-ups in the local metropolitan area of Florence during their acceleration phase. The support given to the start-ups consisted of the implementation of TCM (tutoring, coaching, mentoring), matchmaking and networking services redesigned for specific requests, so starting a growth path with the constant support of a tutor or mentor, depending on the different requests.

**2** Hubble acceleration program is finalized for the creation of new companies and/or acceleration of already existing companies, this follows a scouting phase for the best entrepreneurial ideas from all over Tuscany, Italy and Europe, especially related to the digital market. The program is promoted by the Cassa di Risparmio di Firenze Bank Foundation and realized by the Nana Bianca incubator/accelerator and the Foundation for Research and Innovation. The program is addressed to both physical people and innovative start-ups and SMEs, in fields such as sharing economy, smart city solutions, IoT, energy, circular economy, digital instruments to improve health, medical devices and bioinformatics. The winners will receive a grant of maximum 50,000 euro. The first call is closed, and the 16 weeks of pure venture building started on the 15th of May. The next call is already open, until the end of the year.

**3** The last subcategory in best practice is represented by the Faber project, a three-year project tailored to connect the academic world with local companies, easing the process of inserting a researcher into companies to support and implement R&D activities with high innovative impact. The

project is promoted by the Cassa di Risparmio di Firenze Bank Foundation and realized with contributions from the Foundation for Research and Innovation and Confindustria Firenze, a local industrial organization. The first edition started at the beginning of 2017 and 6 companies won the call: they now have a grant to hire a researcher each, and the grant can be renewed for the next two years (2018-2019) if the updates of the R&D projects presented for the call, show good results.

As the best practice involves a specific route for different stages in the life of companies, the objectives are different depending on the phase which each project stresses and improves.

For Impresa Campus Unifi, the spread of entrepreneurial culture is essential for helping to create new successful companies among young people coming from the university. Impresa Campus Unifi is set up as an innovative instrument to create and spread entrepreneurial culture: it helps by collecting ideas and skills from different academic fields and creating interesting cross-fertilization opportunities, thanks to networking and team building activities.

For Project to support innovative start-ups belonging to Florence area, the purpose was (as the project ended in January 2017) to understand the needs of local companies and then develop customized services aimed at the companies' acceleration.

Hubble acceleration program has the potential to attract relevant investments for those start-ups who were admitted to participate, as the last part of the 16 weeks training program has, as the main theme, public speaking techniques for presenting projects to business angels to get more funds. For both the acceleration programs (Project to support innovative start-ups and Hubble acceleration program), the impacts on social-economic indicators are related to:

- Upgrade of products/services range supplied and consequently market expansion
- Increased employment rate in the area of Florence
- Increased competitiveness and profitability
- Expansion in contacts and networking
- Easier access to private funds

Regarding the Faber project, the objectives are to optimize

the academic educational activities in order to link them with enterprises' needs, improving relations with the productive fabric and creating a strong partnership between the university and companies, to qualify the researchers' path and their industrial characterization, to promote inter-institutional mobility of researchers interchanging the time spent in the university with tests in the companies' laboratories.

### **Keys steps and activities**

FRI has experience in coordinating and managing several projects on a regional, national and European scale. The Foundation has been/is involved among the many initiatives within FP7, H2020, Interreg and Erasmus + frameworks, Regional Operative Programs and Ministry of Economic Development and Ministry of Education, University and Research.

FRI has acquired relevant experience in the last few years in supporting start-ups and companies to boost their business, thanks to the many projects developed. Specifically, activities like pre-incubation, incubation, acceleration, tutoring, coaching, mentoring, matchmaking and networking have been performed, with the aim of fostering the birth, growth and development of enterprises. FRI develops key services and activities mainly related to: project design, project management, scouting, fundraising, technology transfer and networking, matchmaking, promotion of research and events organization.

### **Referring to the afore mentioned projects:**

Within Impresa Campus Unifi, the Foundation develops the project design, identifying topics related to the training part, then deals with project management and execution. At the end of the training, the mentoring activities of managers belonging to Regional Trade Association Federmanager Toscana begin.

The project to support innovative start-ups belonging to Florence area foresaw a strong impact of FRI activities, starting from project design and then moving to the whole project management and execution, following each step related to the activation of specific and required services for start-ups (tutoring, mentoring, matchmaking, fundraising

and networking) and monitoring their implementation.

In the Hubble acceleration program, FRI collaborates in project design together with Nana Bianca and the Foundation for Research and Innovation, and in screening and evaluating start-ups for the first batch, in tutoring activities to monitor the progress of start-ups' businesses.

In the Faber project, FRI is involved in matchmaking activities with the University of Florence, in project design, management and execution, but also in the arrangement of administrative documents, in screening and evaluation phases to select the winning projects and in tutoring activities to monitor the performances of R&D projects.

### **Relevance and Cooperation with regional partners**

FRI actively collaborates with many relevant local stakeholders to have an impact on the metropolitan Florence and Tuscany region and their realities. For the selected projects, the main collaborations are:

Impresa Campus Unifi is a project where FRI collaborates with CsaVRI (service centre for the enhancement of research and management of the university incubator) and Federmanager Toscana (Regional Trade Association), creating a partnership of subjects who cross-operate within the territory, to promote innovation and social and economic development. FRI deals with education, making available consultants, CsaVRI manages back office activities and Federmanager makes highly experienced managers available, who help through mentoring activities to develop business models and business plans.

For Project to support innovative start-ups belonging to Florence area, FRI actively collaborated with the Metropolitan City of Florence and the Cassa di Risparmio di Firenze Bank Foundation. The project is also part of the strategic metropolitan plan (Part II, Chapter 5 - NEW BUSINESS AND INNOVATION TO SUPPORT LOCAL ECONOMIC DEVELOPMENT) which FRI had an active role in writing. This local collaboration fosters the understanding of productive fabric needs and the implementation of specific and targeted actions, to support local social and economic development.

Within the Hubble acceleration program, there's an in-depth collaboration between FRI, start up studio Nana Bianca and

the Cassa di Risparmio di Firenze Bank Foundation. This program was born from three different institutions which all work constantly and actively in the region to promote economic development, thanks to targeted actions for start-ups and SMEs. The potential future Hubble editions will be strongly connected with the local Granary of Abundance ecosystem development, with the main goal of creating a virtuous and open communication model, in which to share experiences and knowledge, improve networks, grow faster and learn how to expand business on international level.

The Faber project is based on the collaboration between university and companies, with the aim of strengthening local innovation and technology transfer. The partners with FRI are the Cassa di Risparmio di Firenze Bank Foundation and the local industrial trade association, Confindustria Firenze.

### **Results and impact**

- One joint cooperation/project tackling policy instrument
- More than 20 common network events
- 3 formal agreements on future regional cooperations between stakeholders.

Short-time effects: Enhanced expertise of people involved, a group of around 100 people; 6 new working places activated.

### **Long-time effect:**

- Strengthening of companies, especially start-ups
- Increase in entrepreneurial learning
- Upgrading of products/services range supplied and consequently market expansion
- Increased employment rate on the area of Florence
- Increased competitiveness and profitability
- Expansion in contacts and networking
- Easier access to private funds

### **Lessons learned**

As an important lesson learned, FRI has experimented the positive effects of a virtuous cycle. The high importance of having a model of virtuous collaboration among strategic partners, such as universities, research entities, institutions, policy makers and companies, reflects the

creation of innovation and real value for the productive fabric. The development of pilot projects, is just an example of how to understand the needs of the region by sharing and transferring them to institutional stakeholders, thus developing ad hoc solutions for the local context. The project to support innovative start-ups from the Florence area, is one of the aforementioned pilot projects. The sample considered was made up of 12 innovative start-ups belonging to the register of the Florence Chamber of Commerce; during the project, the major needs and services required emerged and were satisfied, thanks to the collaboration of local stakeholders.

- The first aspect to focus on in project development, is to understand local needs; this is the best way to implement a project which is at the same time, functional and with effective responses for the region
- Functional projects for local development require, to start the design phase, the definition of topics resulting from a detailed analysis of local companies' needs
- To promote the creation of network activities among different stakeholders through the development of targeted dissemination activities, it's essential to create business meetings between companies and the research field, because this involves the development of cross-fertilization practices and potential innovation of products/processes
- The importance of an organization such as FRI, is essential to connect different stakeholders that generally have problems relating to each other. Having a common language to carry out the interests of both parties, becomes crucial for developing impacting initiatives and projects with benefits for the region. On the other hand, is important to have highly motivated local companies which understand the value of these initiatives and listen to the calls to join the projects, which means in-depth actions for the dissemination and explanation of the activities, a role that FRI fully covers

## Contact Details

Organization: Foundation for Research and Innovation

Contact person: Dr. Chiara Guiggiani

Address: Operational Headquarters - Madonna del Piano Street n°6, 50019 Sesto Fiorentino (Florence); Operational Headquarters and of the Management Board - Gino Capponi Street n° 16/18R, 50121 Florence

Telephone: +39 055 4574622

Email: chiara.guiggiani@unifi.it

[www.eng.fondazionericercaunifi.it](http://www.eng.fondazionericercaunifi.it)

Fondazione per la Ricerca e l'Innovazione

Twitter: FondazioneUnifi

Linkedin: Fondazione per la Ricerca e l'Innovazione

Youtube: Fondazione Ricerca e Innovazione



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e l'innovazione



## **Innovation and Business Centre Mektor**

The Innovation and Business Centre Mektor was founded in 2013 and established by Tallinn University of Technology (one of the largest technology universities in the Baltics). It is located on the same campus as the Tallinn Science Park Tehnopol Foundation. The aim of Mektor, is to encourage cooperation between academia and the private sector, namely bringing together the university research capacity, students, laboratories and SMEs and corporates to make the technology transfer and R&D projects happen. Mektor was built in strong cooperation with private sector companies and institutions. Mektor is established as a structural support unit under the Tallinn University of Technology and the centre has ongoing operational activities. Initially launched as the connection between academia and the business sector, Mektor has an increasing number of roles to be developed, including start-up programs for the students and lab opportunities for prototyping. As well the number of activities for the upcoming generation's scientists (Mektor School of Technology) is growing with technology oriented summer camps, courses and workshops for kids from 6-18 years old.

The main objectives and outcomes of Mektor's activities are:

- FOR COMPANIES: Bringing together scientists, students and entrepreneurs; solving practical product development problems and generating intelligent new ideas.
- FOR STUDENTS OR FOR FACULTY: helping to tie theoretical studies at the university to the practical side, to the maximum extent possible. To prepare better-trained engineers with experience of cooperation with companies.
- FOR ENTREPRENEURIAL YOUTH: encouraging student start-up companies to grow and move forward.
- FOR SCHOOL CHILDREN: addressing the upcoming generation and showing that engineering is exciting, feasible and down to earth. Numerous possibilities have been created in the house for children.
- FOR THE SOCIETY: valuing internationalisation and diversity, because these days, success is only guaranteed by combining different cultures, working habits, ideas and interesting solutions

Addressing all these focus groups, Mektor expands the possibilities of the university towards different areas and target groups.

### **Keys steps and activities**

- **Step 1:** Defining (re-defining) the activities and interests of the university – Universities need to be more open towards innovation. It is also a two-way street, in that sense that the openness should be towards academia and the students as well as the companies and corporations. The universities should define the focus groups and derive a value proposition to match the expectations of each party.
- **Step 2:** Building a value chain for target groups – Building up a value chain inside the university requires a thorough understanding of: a) the current capacities of the university, and b) the services that can be packaged and provided to the private sector. These activities can be carried out by specially designed organisations in the university (innovation centre, technology transfer centre etc.).
- **Step 3:** Building a partnership with support providers – Private sector involvement should be in place as soon as possible. When designing and launching a program or innovation centre for the companies, it should immediately reflect their expectations.
- **Step 4:** Building private partnership networks with the leaders of the sectors – Private partnerships are easy to achieve if the university is willing to provide them with the resources that are the most crucial for them – a) access to good quality labour (students); b) easy and understandable access to research opportunities and labs; c) access to joint development projects in the university.
- **Step 5:** Setting up labs and development facilities – To encourage innovation, there should be opportunities for co-working and running the development processes. It should be separate from academia and open to companies, students and researchers.
- **Step 6:** Facilitating different interest groups – Universities have different target groups to address. The Mektor innovation centre also has an increasing impact on children and the wider public.

Cooperation with public authorities: The collaboration with the government is mostly through the Estonian Ministry of Education and Research. Mektor is running a lot of different projects and programs in partnership with the ministry. For example, TTÜ Mektor Start-up Competition and the STARTERtech pre-incubation program which gives students the opportunity to validate their business ideas with real mentors and field-specific professionals. Also, a program called Adapter has been launched, which provides a common gateway for the private sector to initiate collaboration with the universities.

Cooperation with the business sector: Mektor was initially 50% financed by the private sector. Currently, the main activities involving the private sector are conducted mostly through: a) technology transfer services which help the university and companies to build and develop new products and services; b) lab and testing services in the University and in Mektor which are accessible to all the companies; c) knowledge outsourcing services which provide good quality expertise for companies to tackle everyday development and business growth challenges. Private companies are also setting up their demo areas in Mektor, to give students and other visitors the opportunity to play around with the solutions and test them.

Cooperation with other universities and R&D organisations: Mektor is the initiator of the cross-university programs STARTERtech and Adapter (described previously). These programs run across all the universities in Estonia and also include the R&D labs. Tallinn University of Technology is also included in the numerous global networks of R&D and educational institutions.

- 300 joint cooperations and projects tackling policy instruments
- 50 common network events annually
- 12 formal agreements on future regional cooperations between stakeholders
- 100 student teams annually take the first steps towards start-up building in the context of Mektor's annual start-up competitions
- 600 students take part in in-house seminars and workshops delivering a more practical approach to the university lectures.

- Lab facilities, with free access for students, in the areas of ICT, engineering, machine building, multimedia, digital; and for building the prototypes are 90% financed by private companies

Long-time effects: laboratories, prototyping, collaboration between universities and companies.

### **Lessons learnt**

1. Common gateway for companies to collaborate with the university – Companies and the private sector generally do not know how to approach universities and other R&D institutions, when they need to do so. This process should be made as easy as possible for the companies. Initiative and tech-challenge marketplaces such as Adapter (common gateway for approaching all the universities in Estonia) are good examples of this. Mektor also provides Tallinn University of Technology related services for the private sector and manages the pipeline of technology transfers and challenges.
2. Testing and lab facilities – There should be an open set of labs and R&D facilities which the private sector and students can use to test and try out new innovative products. It also helps to build a community of students and companies interested in innovation and development.
3. Collaborative start-up programs – A start-up mind-set can be instilled in the students through the different programs that are conducted by Mektor. Otherwise academia does not have a sustainable flow of expertise which can be cross-used when running collaborative projects with the private sector. These programs also provide good opportunities for growing spin-off projects directly from the universities.



### Contact Details

Organization: Tallinn University of Technology, Innovation and Business Centre Mektory

Contact person: Ms. Anu Oks

Address: Raja 15, Tallinn, Estonia

Tel: +372 620 3429

Email: [anu.oks@ttu.ee](mailto:anu.oks@ttu.ee)

[facebook.com/MekTory](http://facebook.com/MekTory)



## **University CADEs network**

The University CADEs network was founded in 2017 as a result of an agreement between Andalucía Emprende and the Universidad Pablo de Olavide with the intention stimulating entrepreneurship at University. Both institutions have been already cooperating for more than 10 years on.

- Ideas competition
- Job fair
- Workshops, conferences, entrepreneurship events
- Program of scholarships "Andalucía Open Future"

This cooperation has no limits, neither in time nor in content, any good initiative can be implemented, all are aimed at getting closer to university students and graduate students.

To foster entrepreneurship in Andalucía, all the collaborations are formalized to designate a specific Andalusian business centre (CADE), installed in each Andalusian university, to work with university students, teaching staff and researchers. This includes the following services/actions:

- Spaces for incubators and accelerators located in the university
- Cooperation and business exchanges
- Innovative tools exploring new chances

### **Keys steps and activities**

- Fairs and Encounters of Entrepreneurial Experiences which serve as meeting points and for the dissemination of good practices or the execution of various business simulation projects, the establishment of networks of collaborating centres and companies.
- Ideas competition: We are part of the jury for the selection of projects, and we offer the winners preferential accommodation in our incubators, as well as all Andalusian business centre's services.
- Workshops, conferences, entrepreneurship events
- Program of scholarships "Andalucía Open Future"
- Collaboration agreement
- Free incubation service for start-ups, providing the space where the entrepreneurs can start working, whose mission is:

- the development of boosting business programs to support innovative businesses and consolidate their activities.

This collaboration is carried out with all the public universities and with some private universities. Agreements have been signed with several, such as, Jaén, Linares, Málaga and recently Seville-UPO, to promote an entrepreneurial culture among university students and more concrete collaboration.

Both institutions, the University Pablo de Olavide and Andalucía Emprende, are committed to increase the value of Andalusian talent in this way, the university provides, as co-working, the physical space where the incubator will be installed, equipped with all the necessary infrastructure (internet, furniture) and Andalucía Emprende provides a qualified technician to proactively offer all services, along with the computers. This will be the first CADE (Andalusian business centre) that has business accommodation for start-up business initiatives, to open at a university as a novelty. The success of this experiment can be replicated in other universities.

### **Results**

- 3 great programs plus a collaboration agreement
- 19 common events with approximately 195 students
- With an approximate number of 195 beneficiary students
- 1 formal agreement on future regional cooperation between stakeholders.

Short-time effects: Numbers of students have been sensitized from ideas to reality. Both organizations will collaborate in the development of a strategy for the internationalization of entrepreneurship within the framework of the ERASMUS + agreement, and will implement a pilot internationalization experiment aimed to increase the competitiveness of start-up companies.

Long-time effects: Companies created. It is the companies that are born within the university which have true added value and a high innovative component, to compete in international markets because their basis is in knowledge.

- Approach to the university community; from the beginning, education should encourage entrepreneurial culture, from infancy to the university.
  - Participate actively in joint actions aimed at raising awareness and promoting entrepreneurial culture, including the organization of fairs, workshops and workshops on entrepreneurship, creativity and innovation.
  - Organization and delivery of specific training activities in the field of entrepreneurship for members of the university community
  - Preparation of reports and studies to evaluate the impact of public policies to promote entrepreneurship
  - Implementation an Andalusian Business Centre in all public universities in the Andalusian community
- A long period of cooperation activities have been formalized successfully in a formal agreement.

### Contact Details

Organization: Fundación Red Andalucía Emprende

Contact person: Marta Fernández

Address: C/ Graham Bell, 5. Edificio Rubén Darío, 1. Planta 1<sup>a</sup> y 2<sup>a</sup>

Tel: + 34 955 929 806

Fax: + 34 955 929 808

Email: [info@andaluciaemprende.es](mailto:info@andaluciaemprende.es)

[www.andaluciaemprende.es](http://www.andaluciaemprende.es)

[facebook.com/andaluciaemprende](http://facebook.com/andaluciaemprende)

[twitter.com/aemprende](http://twitter.com/aemprende)

[www.youtube.com/user/AndaluciaEmprende](http://www.youtube.com/user/AndaluciaEmprende)



Sign of the collaboration  
agreement (18/04/2017)



Andalucía Emprende, Fundación Pública Andaluza  
CONSEJERÍA DE ECONOMÍA Y CONOCIMIENTO



Presentation

## Cittadella Galileiana

The City of Pisa is considered to be the cradle of Italian information technology, starting with the first electronic calculator (CEP) in the mid 50's. The area of Pisa has a concentration of favourable factors for development:

- Universities, (University of Pisa, Superior School, of Pisa Superior School), from which 60% of graduates in technical and scientific information come .
- the National Research Council (CNR) and INFN (National Nuclear Physics Institute) involved in the development of frontier technologies.
- The Innovation Poles: Pole in hi-tech; in the biomedical, micro-engineering, robotics; Pont-tech start-ups incubator Pisa academic hub boasts the highest regional concentration of students in science subjects (60% in engineering, 46% in biology, 35% in medicine), as well as 36.000 researchers.

The Cittadella Galileiana is thought to be a dynamic representation of the urban innovation system, which stems from the best competencies in life sciences ICT and robotics sectors and is nourished by Pisa's scientific atmosphere and history.

Co-operation, acceleration, integration are the three keywords characterizing our new idea for innovation making in Pisa.

The Cittadella Galileiana is inspired by the international model of a science centre but it is distinguished by a central location to the city and by the various centres of excellence. Inside, a historical - scientific narrative, dedicated to the figure and researches of Galileo, is planned, which is laid around three initiatives, merging to single cognitive objective:

- The path of Galileo
- Space Research & Firms
- Space Edutainment & Culture

The Space Research & Firms area is a knowledge hub, a continuously working progression of innovation in high-tech processes and products, ranging from prototyping smart students' ideas, to research and development activities for well-established companies, to popular storytelling of ideas for dissemination purposes.

The Cittadella Galileiana has been implemented through the ERDF Operational Programme of the Tuscany Region. It is also the result of a participation process involving specialised stakeholders, through face to face and virtual meetings,

and has led to the development of the initial mission and business model.

The Cittadella Galileiana managed by an external party, Fondazione Brodolini, chosen through a public call for tender.

### Key steps and activities

Within the Cittadella Galileiana, the business integrator is the answer to the challenges of Industry 4.0s. It will be a breeding environment for start-ups and spin-offs, specializing in the Internet of Things, big data & analytics, cloud, fog computing and robotics.

Key actions are:

- Co-Working space for hosting startups, university spin-offs and teams of innovators. Hosting and animation activities will ensure business value.
- Prototyping Labs, working on physical products and hardware startups, providing assistance in the pre-industrial phase.
- Cultural spaces, fostering the "scientific atmosphere" of this space with cultural events, a technology showcase to be developed in cooperation with the museum, and spaces for meeting online through ICT platform and offline, in the Tech Shop and Tech Café.
- Dissemination of digital fabrication and digital social innovation culture and ideas within new generations, through school visits and 'learning by doing' activities for young people.

The Cittadella Galileiana is an example of a public-private partnership, involving the local public administration and private organizations with complementary competences and networks, both local and international. In particular, the business integrator inside the Cittadella Galileiana is the main instrument for pursuing this intent. It follows the model of an "open platform", where public and private organizations act in partnership and jointly innovate by systematically applying an open innovation approach which implies the engagement of all the quadruple helix stakeholders, for the creation of innovative solutions. Therefore academia, industry, government and citizens are the stakeholders involved in enhancing the process of innovation and driving structural changes through collaboration and the transfer of ideas from one another. The integrator works to connect local

innovation ecosystems internationally, in order to match the demand for and supply of, innovation

The Cittadella Galileiana has been funded by the POR CReO 2007-2013 Piani Integrati di Sviluppo Urbano Sostenibile PIUSS PISA2 Pisa per Patrimonio culturale – Innovazione – Saperi – Accoglienza. The investment is euro 2,971,000.00 of which euro 2,400,288.00 is for the regeneration activities of the building.

### Contact Details

Organization: Fondazione Giacomo Brodolini

Contact person: Fabio Sgaragli

Address: Via Solferino, 32 00185 Rome, Italy

Tel: +39 06 44249625

Email: [sgaragli@fondazionebrodolini.eu](mailto:sgaragli@fondazionebrodolini.eu)

[www.fondazionebrodolini.it/](http://www.fondazionebrodolini.it/)

[twitter.com/FondazBrodolini](http://twitter.com/FondazBrodolini)

[www.linkedin.com/company-beta/803246/](http://www.linkedin.com/company-beta/803246/)



**ERRE QUADRO**  
*Research over Research*





# **Summary of the 2<sup>nd</sup> Interregional Training Workshop**

## Topic 1

### Ecosystem mapping methodology

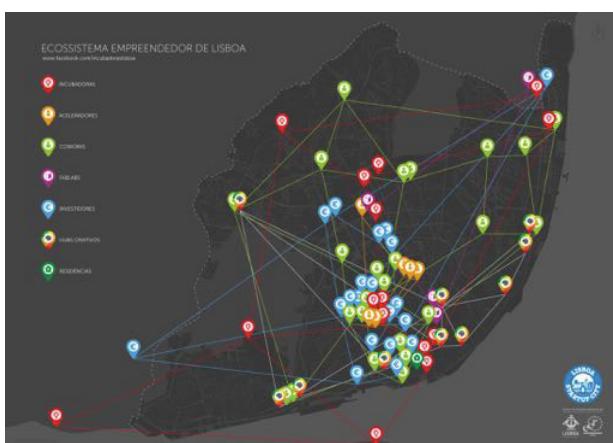
Made of Lisboa

(Region: Lisbon/Portugal)

Made of Lisboa is the city council strategy to promote entrepreneurship and innovation in the city of Lisbon. The starting point for the process was the installation of the Municipal Directorate responsible for innovation, economy and entrepreneurship in 2011. Instead of realizing the strategy in one incubator, the city council created a network which began as the Lisbon Incubator Network and developed into a vivid platform – Made in Lisboa.

Made of Lisboa is a dynamic website reflecting Lisbon's entrepreneurial ecosystem. Special attention is given to the fact that entrepreneurial actors incorporate their data on the platform (business incubators, start-ups, companies, programmes, co-working spaces). An interactive map shows all the start-up services of the city. This facilitates the process of creating new projects, building up contacts (e.g. between start-ups and investors) and finding the right contact person. As the website is similar to google maps, it is intuitive to handle.

So far, the Made in Lisbon map shows over 500 points spread all over Lisbon.



Presentation



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"Let's connect the incubators and the Incubators throughout the years were growing and growing. And nowadays you have Business Incubators for specific areas for agro-business, digital, web&mobile"

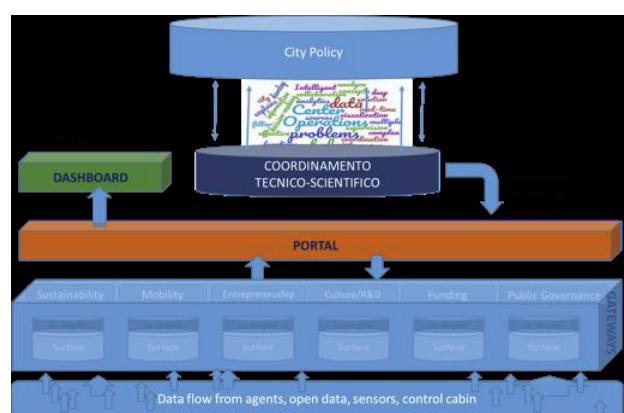
New tools for understanding the urban innovation ecosystems Urban Platform

(Region: Florence/Italy)

An interdisciplinary team at the University of Florence is working on the question of how the constant change in the urban space can be used to attract innovative actors. Thus, it is important to understand the relational dynamics between centres of urbanity and entrepreneurial dynamics. Following the assumption that a city is a complex, adaptive system, policy makers need to shift their focus from the optimization problem - one solution for all - to a self-organization problem solving focus. A multi-competence problem solver presents tailor-made solutions for different target groups and demands. This Catalyser Agent is able to build up formal relationships between SMEs, start-ups, investors etc.

The urban platform should be an open platform with modular- functions which can be expanded or resized and organized by individual agents themselves. Relevant actors are innovative start-ups, spin-offs, R&D laboratories and National Council of Research, innovative SMEs and global player as well as large firms, official incubators, the co-working Impact HUB etc.

Furthermore, an "intelligence unit" is necessary for the platform to inspire actors to foster partnerships and project development.



## Topic 2

### Open Source for entrepreneurial knowledge

Lisbon Open Data

(Region: Lisbon)

The Lisbon City Council is creating a platform which integrates the data from different systems to deliver demand-based intelligent data: An integrating platform reflecting the infrastructure for the intelligent management of the city. Thus, the integrated operation centre has to ensure the intelligent management of the city, through monitoring, forecasting, and operational management of all activities with implications for safety, prevention, emergency and quality of life.



Presentation

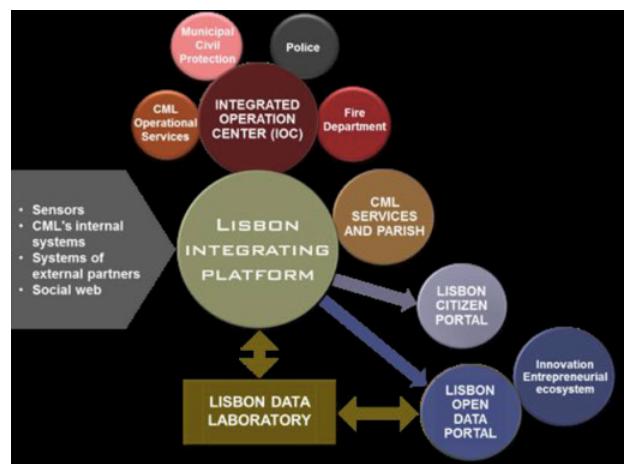


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A charter of principals for open data has already been approved. The city already manages a portal called Open Lisbon, providing information about company foundation, surveys, school population, municipal director's plan etc.

So far, the current challenges for the platform will be:

- Implementation of the integrated operational centre
- Increase the quantity and quality of the data
- Promote the reuse of data
- Ensuring sustainable development of ICO's platform



## Startup Estonia

### (Region: Tallinn/ Estonia)

Startup Estonia can be called the umbrella organization of the Estonian ecosystem, funded by the Ministry of Economic Affairs. It started with the intention of creating better solutions for the Estonian ecosystem.

The main fields of activities have been identified in:

- Good well-connected eco-system: Developing, mapping and marking the ecosystem Example: Estonian Start-ups data base ([startupestonia.ee/startups](http://startupestonia.ee/startups)) – A platform where start-ups can publicize their profile and needs (investment)
- 1000 start-up: Awareness & events – training, start-up model documentation presents industry-standard legal documents in Estonia
- Funding is accessible for start-ups: Acceleration services, Estonian business angels network
- Legislative environment is clear for start-ups & investors: Visa, working permits, tax environment, eResidency – lobbying activities to facilitate company foundation

Result: Since the activities of start-up Estonia, investments are more precise. Furthermore, the delivered information is a solid basis for public authorities to find decisions and/or new solutions.

The Estonian start-up database shares information about new start-ups, core activities, number of employees and funding status.

Estonian startup database

The screenshot shows a grid of five startup profiles from the Startup Estonia database. Each profile includes a logo, name, brief description, funding amount, and a 'Read more' button.

| Transferwise  | Skeleton Technologies  | Adcash  | Pipedrive  | Guardtime  |
|---|--|---|--|--|
| Transferwise is an money transfer service allowing private individuals and companies to send money abroad without hidden charges. | Skeleton Technologies is the first company to offer a peer-to-peer based energy storage. | Adcash is a real-time advertising trading platform that delivers maximum value to publishers, advertisers and a simple, effective way for publishers. | Pipedrive is a CRM software that helps small to medium-sized businesses sell more. | A real-time integrity platform for data, systems and networks. |
| Funding: €116.4m  | Funding: €51.0m  | Funding: €49.9m   | Funding: €31.8m  | Funding: €18.3m  |



**Presentation**



**play video**

## Topic 3

### Start-up and idea competition

How to build a sustainable start-up ecosystem on the basis of AIP experiences

(Region: Poland)

The ecosystem of Akademickie inkubatory przedsiębiorczości (AIP) is stimulating the creation of business ideas. The services are mainly addressed to business idea testing. Participants need to pay a monthly fee. During the incubation process, AIP acts as the legal unit until company foundation. This includes services such as signing contracts, paying taxes, health insurance etc. Intellectual property also belongs to AIP. At company foundation, all IP goes to the new companies. AIP is not located in one business incubator. Offices and co-working spaces are implemented in several institutions, mainly universities. Further services are SeedCapital, an investment fund for high scalable companies and Businesslink, designed to tighten business cooperation.



**Presentation**



**play video**

## **How should the public sector support the start-up ecosystem - The Birdhouse**

**(Region: Antwerp/Belgium)**

The Birdhouse is an innovative acceleration program sponsored by companies and free of charge for participants. The program offers mentorship, offices, network, training and investment. Following the values of a community driven program, realized for entrepreneurs by entrepreneurs and with an exclusive and high qualified selection procedure, the Birdhouse fills a gap in the Antwerp entrepreneurial ecosystem. Due to the high demand for the program, the Birdhouse recently opened a second location. The management of the Birdhouse identifies the public body as a facilitator for start-ups' creation and growth. The role of the public should cover the following aspects:

- Talent – public educational system
- Culture – internally: having the right people in the right place, externally: promoting potential failure as a part of entrepreneurship
- Capital – loans, grants, subsidies
- Legislation – tax incentives
- Network – public authority should be an independent player trying to connect all actors by organizing events

## **Topic 4**

### **How to improve the partnership between private and public sector**

Management efficiency of the incubation system and public/private partnership

(Region: Tuscany/Italy)

In the past 25 years, Tuscany concentrated its efforts on boosting entrepreneurship by setting up an infrastructure through business incubators, most of them located in technology parks. Most of these public initiative experiences have seen the support of the Region in the phase of realization of the infrastructure investment. The regional support has evolved through the years: from the grant of subsidies to the organizations managing the incubators to the direct support for start-ups within business incubators. In this way, the matching between the business incubator and the start-ups, stimulated by regional financial support, can provide margins of greater efficiency.

Today, many private organisations are filling this gap by providing qualified services, without any cooperation with public bodies. Private business incubators are focused on high scalable business ideas while public intervention must focus on the lower part of the incubation process. BI management's attention should be shifted towards technology requirements, high professional skills, cooperation activities with the research world. Public bodies and public funding are still crucial to realize business incubation, to support companies and business growth.



**play video**

## **Aerospace Technological Transfer Incubator - A business incubator for the aerospace sector**

**(Region: Seville/Spain)**

The Aeronautic Business Incubator is an industrial incubator focused on the aeronautic sector.

Approved by a pilot project managed by the Chamber of Commerce Seville, this incubator is unique in Europe. The aeronautic sector has a high economic relevance in Spain regarding turnover, jobs and companies. Furthermore, Spain is one of the few countries in the world which has the capacity to develop the complete cycle of an air plane.

The Business Incubator's success results from the unique regional industrial resources:

It is located in the only aeronautic park in Europe, owned by the regional government with over 70 companies specialized in this sector. The Business Incubator cooperates with the university in order to facilitate technology transfer. Incubated companies can build their prototype in order to share it with customers and for certification, which is a necessary condition in this sector.

The Aerospace Technological Transfer Incubator is 80% financed by the European Regional Development Fund (ERDF) and 20% financed by the Chamber of Commerce.



**Presentation**



**play video**





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# SPEED UP

## Interreg Europe

**SPEED UP project is financed by the European Regional Development Fund (ERDF) within the Interreg Europe Programme**

The Interreg Europe programme, is designed to support policy-learning among the relevant policy organisations with a view to improving the performance of regional development policies and programmes. It allows regional and local public authorities and other players of regional relevance across Europe to exchange practices and ideas on the way public policies work, and thereby find solutions to improve their strategies for their own citizens.

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