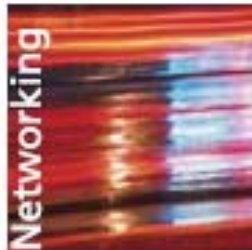


European Business & Innovation Centre Network



Case Studies

A Survey of 14 BICs in Action

Natalia DÉVORA QUINTERO

Editor: Philippe vanrie
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SMEs

- Conitiv
- Codasystem
- Productvol
- I-care sprl
- Virtual Italian Parks
- Peira bvba
- TESIS Telemedicina S.L
- Idifarma



- TeamEffort
- DRO BIOSYSTEMS. S.L.
- Javali
- IndAirControl
- NEXIDIA
- Amplitude Net

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Natalia Dévora Quintero
Brussels, June 2009



Author

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During the year she lived in San Antonio, she collaborated in several projects with the Centre for Innovation and Technology Entrepreneurship (CITE), a joint venture between the Colleges of Business and Engineering at the University of Texas at San Antonio (UTSA) which serves students, faculty, and business entities through a process that helps establish a pipeline of technology entrepreneurs.

She studied how US universities foster entrepreneurship among students within the class-room and outside establishing business incubators on campus in order to help entrepreneurs (students and faculty) to turn their ideas into viable businesses.

After that, and during four months at the European Business and Innovation Centre Network (EBN), she carried out a study which main goal was to identify concrete successful practices in creating new innovative businesses at the EBN network. 14 BICs and 14 SMEs from seven European countries participated in the study and a set of value added services, tools, methodologies and programs were identified.

Nowadays, she designs and manages programs focus on fostering Technology Transfer and Valorisation at the Foundation of the University of Las Palmas.

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EBN – Innovation with Vision, Incubation in Action, Networking by Passion

Born 25 years ago as a European Commission pilot initiative, EBN is the leading pan-European Community of Business & Innovation Centres (BICs) and Innovation-based incubators. The EBN network ensures the provision of high standard services through the 160+ BICs spread across Europe and beyond.

Operating as an open and innovative platform, the EBN network is focused on encouraging the culture of entrepreneurship and innovation, always improving its core-business performance and contributing to the acceleration of the Lisbon strategy through pragmatic partnerships with other recognized private and public players and networks, including European Commission initiatives, programmes and projects.

BICs provide direct hands-on support such as advice, guidance, incubation and mentoring which has proven to be of great value to young promising and high growth businesses. They create innovative businesses and promote synergies between centres of knowledge (industries, SMEs, universities, research centres, etc.) and public and private investors.

Innovation and Incubation

BICs are organisations serving both the public interest and private sector, which employ a dynamic system of detection/selection/monitoring/management of entrepreneurs and projects. They aim at creating and developing innovative businesses, by offering a wide range of business support and integrated incubation services. They contribute to the stimulation of local economies by valorizing regional/local endogenous human, physical and financial resources.

BICs are professional organisations which promote, stimulate and develop innovation in SMEs at all stages of their development, through a comprehensive incubation process. Depending on the characteristics of the territory and the existing business support organisations already present, BICs may focus on fostering the creation of new innovative enterprises and/or developing innovation in existing enterprises, with the goal of contributing ultimately to regional/local economic development, competitiveness and growth.

Quality & the BIC Annual Observatory

Since January 2002, EBN was awarded a trademark licensing contract from the European Commission, with DG Enterprise and Industry. This contract permits EBN to manage the licence of the BIC European trademark. EBN has the mandate to grant, renew and withdraw these licences on behalf of the European Commission.

EBN implements a certification and quality system enabling the development of a network of excellence through the integration of a quality approach. The BICs that have been granted the



BIC trademark commit to respect their obligations within the quality process of the network. The EBN quality process adds value to the BIC trademark and to the organisations that have received the licence (professionalism, performance, consistency, positioning). The quality process is built on three essential pillars within the network:

- total client satisfaction
- capacity to implement, regional, national and community policies
- benchmarking

Expertise through EU & International Projects

One of the primary objectives of EBN is to provide “expertise, best practice and guidance to its members”.

Through participation in EU and international projects, EBN and the BICs develop and test new ideas, tools and methodologies related to the BICs core business of stimulating innovation and entrepreneurship in the regions.

Project activity is inherently linked with all the other core activities of EBN. Sectorial projects have facilitated the emergence and growth of sectorial networks. The tools and methodologies employed by the BICs and disseminated to the wider BIC community contribute to the quality and continuous improvement of the network. EU and international projects by their very nature foster internationalisation - between the BIC community and in many cases between clients of the BICs in different countries.

EBN is also deploying projects within contractual schemes, not only with the EC, but also with the ESA, the UNDP, and the World Bank.

ESINET

Innovation is a basic condition for the growth of economies. In Europe, the potential to create new business opportunities thanks to space technologies and satellite navigation and telecommunication systems (including GMES & GALILEO) is enormous.

In 2002, the European Space Incubators Network (ESINET) was launched by the ESA (European Space Agency), as an experimental platform for the incubation of “Space & Sat” applications. Today, ESINET has become the leading network of incubators focusing – wholly or partially – on space related technologies used in all sectors. Its members stand for high technology business incubator facilities with a proven track record.

Since 2009, EBN is managing ESINET and implementing the new strategy and offer to members, by increasing the deal flow of information.

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Executive Summary

From November 2008 to February 2009 the European Business and Innovation Centres Network **EBN**, carried out a study which main goal was to identify concrete successful practices in creating new innovative businesses and in helping **foster** innovation within existing businesses.

Our objective at EBN was to identify within our network, successful new companies and SMEs in which innovation has played an important role, and in which BICs have played a critical role, with the double objective of both sharing **best practices** among EBN members and on the other hand, to communicate success-stories to our external environment and policy-makers.

In the following pages you will see the results of the project in which **14 BICs and 14 SMEs** from seven European **countries** participated.

BICs were asked about their context (population region, GDP, region unemployment rate, etc.) and when and why the BIC was founded and by whom. Then beside BICs services, one value added services was identified in every BIC. Furthermore, at least one tools or program is showed in the case study. Some 2007 **results** and data about the BIC are included. Recommendations were made to new BICs. For finishing every BIC talked about how they are facing the financial crisis.

In relation to the SMES, the company profile is showed (year founded, target market, number of employees, etc.) and a short introduction about company products and/or services. SMEs were requested about why founders contacted the BIC, what was the most important service received and what would happen without BIC assistance. Finally, every SMEs talked about how they are facing the financial crisis.



In total, in the 14 BICs case studies more than **40 tools** were identified. BICs can use this set of good practices in order to identify value added services, tools, methodologies or programs which are used with good results by other BICs. On the other hand, potential and actual BICs can review the recommendation made by these 14 BICs and rethink their strategy, target market or the way they communicate with stakeholders.

Moreover, SMEs case study gives information to the BICs about how their services are perceived by their clients.

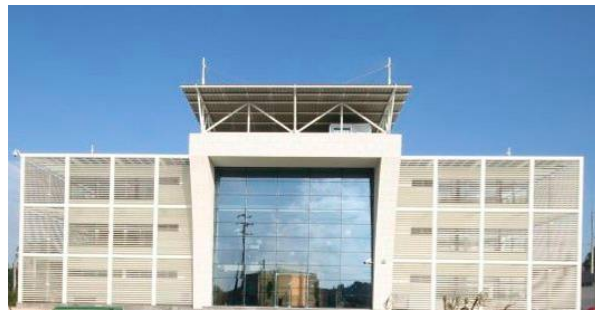
1. BIC Beira Atlântico

Country: Portugal
 Region: Beira Littoral
 National GDP (2008): 41767.8 Billion€
 Companies in the region (2007): 61.355
 New companies per year (2007): 200
 Region population (2007): 977.018
 Region Unemployment Rate (2007): 5.6%



The Associação da Incubadora do Beira Atlântico Parque/ BIC Beira Atlântico is a non-profit association founded by the Atlantic Beira Park Association and Mira's Town Council as part of the sub-regional development defined for the territory delimited by the cities of Coimbra, Figueira da Foz and Aveiro, that is the Beira Littoral.

During the last 10 years Beira Litoral region has suffered enormous transformations due to a large industrial restructuring, but nowadays it can be said that Beira Litoral is one of the most dynamic technological regions in Europe. In the face of the restructuring, the region decided to put in place a **new model based on competitiveness and partnership among all actors**, namely the municipalities and universities, likewise the Silicon Valley from California. Initiatives such as international investment attraction like Pescanova, Agni, Siemens or NEC, building Centres of Excellence focus on applied research and technology transfer in biotechnology, information and telecommunication technologies, cultural products and services, healthcare, renewable energies or sea, new incubator facilities and Technology Parks, are allowing the region to create synergies that are resulting in high technology clusters.



BIC Beira Atlântico is part of this strategy, and one of the **most active actors in the region**. In fact AIBAP mission is to build a **Region of knowledge, Innovation and Science**. The centre has been the driver of the creation of a knowledge region. The region has already a technological Park, a Biotechnology Transfer Centre and a Technological Centre, and now the centre is working for the development of a cluster in nanotechnology, a park for creative industries and a research and service provider resort in health, beauty and wellness. Furthermore, the centre has the social role to **support the creation and/or development of ideas or business projects** aiming to create innovative technology based businesses.

BIC Beira Atlântico profile

Founded year: 2002

BIC since: 2005

Legal status: Non-Profit Making Association

Stakeholders: Mira Municipality, Aveiro's University and Coimbra University and several private organizations: Caixa de Crédito Agrícola Mútuo de Cantanhede e Mira Bank, Mira Chamber of Commerce, Escola técnico profissional de Cantanhede (private technological school), AIBILI (private research body).

Funded by: European/regional funds (POE-FEDER), municipality, the Beira Atlântico, University, Schools, Development Agencies, banks and income for services

Target Market: Entrepreneurs involved in innovative technology based companies

BIC catchment area: Beira Litoral

HHRR: 5 team members

Incubation space: 190 m² (30 Offices + 4 Labs and 2 centres of competences on open software and nanotechnology)

Located in: Technology Park (*in construction*)

BIC Beira Atlântico Value added Service: Access to laboratories and equipments



Most business incubators offer a number of more general facilities because specialized facilities (e.g. laboratories and measuring instruments) imply high investments and operational costs. But in certain cases more standardized premises are insufficient to satisfy the needs of the tenant companies. **Some sectors largely depend on highly specific and sophisticated equipment and premises:** for example, biotechnology, biochemistry or pharmaceutical firms without the appropriate and, in most cases, extremely expensive facilities and laboratories cannot conduct their R&D or can hardly do any business

Schwartz and Hornych, 2008¹

The process of introducing new innovative products into the market is not easy and usually companies, in order to develop their proof of concepts and prototypes, need to access **expensive laboratories and equipments** that normally they can't afford.

BIC Atlantico offers to incubates 4 labs target to biotech, food or nanotechnology based companies. Furthermore, BIC Atlantico solid and strong relationship with the Universities of Coimbra and Aveiro has resulting in the creation of two new facilities:

- **Nanotechnology Lab** aiming to promote new technologies, new products and processes and strengthen the co-operation between the Scientific and Technological Sector and traditional industries, contributing to cluster's development and increasing competitiveness in materials and mechanical engineering field. The lab is managed by the Associação Centro Atlantico and the NanoAC (International Team in the scientific, services, industry and political fields). This facility has all the expensive equipment required to work in this field and is **unique in the country**.
- **Open Source** centre aims to provide technical support to users of computer systems that use free software. This Centre has a qualified team from the University of Aveiro.



¹ Schwartz M., Hornych C. Specialization as strategy for business incubators: An assessment of the Central German Multimedia Center. Technovation 28 (2008) 436–449

Useful Tools & Programs

BIC Beira Atlantico is building with two Start-up's, the University of Aveiro and with the centre of competences in Open Software a useful platform to the **Management of Knowledge, Business Intelligence, and CRM** adapted to the Micro and SME's and to others incubators/BICS.



BIC Beira Atlântico in brief

Results in 2007

Entrepreneurs assisted			
▪ 2007		50	
▪ since the start of the BIC		100	
Companies created with BIC support		Jobs created	
▪ 2007	4	40	
▪ since the start of the BIC	9	80	
Incubator			
▪ Companies in the incubator	8	80	
▪ Companies graduated	2	6	

Networks

- The European BIC Network (EBN)
- GASD – CPN Member to build a European Maritime Cluster
- RIERC – National Network of Incubators
- Incubator Forum
- EOS – European Office Services
- Detect-It
- FINICIA
- Associação Centro Atlântico, NanoAC
- Enterprise Europe Network

Ongoing projects

- CLIQ – Creating Local Innovation through a Quadruple Helix; Interreg IV C
- EU Eggs; Leonardo
- Maritime Cluster; INTERREG IV B
- Know-Metrix; FP7
- ITECHFOOD; QREN
- Proinvest in Ivory Coast, Senegal and Ghana; Europe Aid
- Food, Health and Wellness in the Beira Atlantic Region; Provere – BaiWellness

Awards

Every year, AIBAP promotes the awards for the three best businesses plans, with another's regional institutions and national public organizations. It's another way to promote the entrepreneurship.



In the face of the financial crisis

An opportunity to promote the entrepreneurship and innovation to obtain the economic growth

Recommendation to a new BICs

Defining and defending a clear strategy to your region and participate actively with the rest of the stakeholders in the prosecution of this mission and vision.

Contact details

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1.1 TeamEffort Success Story

Country: Portugal
BIC: Beira Atlântico



Company profile

- **Key words:** Information, Data Analysis, Business Intelligence, Low-cost solutions
- **Year founded:** 2008
- **Founders:** Ricardo Gomes, Carlos Dias, Luis Machado and Ricardo Lourenco. Age between 30 and 35 year old. All of them with a Master Degree in Computer Science and experience in the IT sector
- **Company funded by:** founders
- **Target market:** European SMEs
- **Number of employees:** 4
- **Sales08:** No sales or profits were registered in 2008 due to short time of existence (since December 2008)
- **Hosted at:** BIC Beira Atlântico since December 2008

Development of low cost Business Intelligence solutions based on open source's paradigm for SMEs

SMEs have a great impact on the European economy as they're responsible for the creation of the majority of qualified jobs but they are constantly exposed to the volatility of the global market and need to adapt themselves to new scenarios and take vital decisions for their future.

Decision making resides on gathering the wider amount of data and be able to extract valuable information from it. Today's Business Intelligence solutions represent a considerable set of tools for data analysis and decision making support. Unfortunately these tools represent a great deal of investment that most SMEs can't afford.

Within this context, four Portuguese Computer Science Engineers decided to start up their own company and to reach this market segment with a set of low cost Business Intelligence Tools. The company tries to achieve this goal by applying the open source paradigm, through the use of open source components and their know-how on building this type of solutions.

TeamEffort & BIC Beira Atlântico

- **Founders contacted the BIC because...**
 From the beginning, Ricardo Gomes, Carlos Dias, Luis Machado and Ricardo Lourenco knew that their strong IT background wasn't enough to achieve their goals: *"our objectives could only be reached if we were able to develop a strong market perception supported by management competences"*. Aware of their weaknesses, they searched for an organisation that could give them this kind of support and help them to move from the concept to practice. They found in BIC Beira Atlântico what they were looking for: *"BIC Beira Atlântico seemed to be able to provide us the ideal environment to start and evolve as company ready to face today's and future challenges"*.

- **The most important service received...**
 On a first instance it was the quality of the infrastructures with a low cost factor. From this point, and considering that it has been only 1 month since they arrived, they believe that the most important services provided will be the access to a wide **knowledge and innovation network** and the opportunities that they'll get from it.

- **Without the BIC...**
 According to TeamEffort members: *"It would be much more difficult for us to start and consolidate as a company. We surely wouldn't be able to focus on our strengths and get the perspective of where we're heading"*.

In the face of the financial crisis...

Ricardo, Carlos, Luis and Ricardo see these times as an opportunity to come out with something different. They don't have the financial capability of a medium or large enterprise but they have the **flexibility** and the **perseverance** needed to capture in the very near future their portion of the global market. *"Honestly we are confident when facing the future as it will depend mainly on our abilities to create and take advantage of new opportunities"* TeamEffort members said.

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2. BIC Gipuzkoa BERRILAN

Country: Spain
 Region: Gipuzkoa
 Gipuzkoa GDP (2007): 2%
 Companies in the region (2007): 63.569
 New companies per year (2007):
 Region population (2007): 701.056
 Region Unemployment Rate (2007): 5.3%



BIC Berrilan is a non-profit-making Public Limited Company, founded in 1993 by a group of public and private bodies in accordance with the 'Business and Innovation Centre (BIC)' model of the European Commission.

BIC Berrilan aim is to promote the self-generation of wealth and employment in Gipuzkoa through the creation of innovative businesses with capacity for growth and long-term stability and the incorporation of innovation in existing SMEs. The centre does this by means of **active industrial promotion**, the mobilisation of resources and the competitive added value contribution and **the incorporation of innovation in existing SME**.

Within the creation of the Basque Network of Science, Technology and Innovation, BIC Berrilan is an intermediate agent which facilitates and enables the Technology and Knowledge transfer processes to the market through the creation of innovative and technology based start-ups and the incorporation of innovation in SME's



BIC Gipuzkoa Berrilan's main objectives are to be the preferred instrument for **qualified entrepreneurs** as a support for the creation and development of innovative, technology-based businesses and to be recognised for guaranteeing the **satisfaction of customers, partners and collaborators**, as well as its own workforce.

BIC Gipuzkoa BERRILAN profile

Founded year: 1993

BIC since: 1995

Legal status: Private Company with public capital

Funded by: Stakeholders

Stakeholders: Provincial council, SPRI- Regional Development Agency of Basque Government, Hernani city council, San Sebastian city council and DEBEGESA (Local Development Agency)

Target Market: Entrepreneurs, SMEs, Universities and Technologique Centres

BIC catchment area: Province of Gipuzkoa

HHRR: 14 team members

Incubation space:

- In San Sebastian 500 m² of common space and 900 m² of incubation area
- The main office in Eibar has 200 m² of common space and 300 m² of incubation area
- AULA BIC has 50 m² of common space and 250 m² of incubation area

Located in: The main office is located in Eibar at the Azitain Industrial Park. The second office in San Sebastian at the San Sebastian Technology Park, and the third one is located at the University of the Basque Country, Gipuzkoa campus (**AULA BIC**)

BIC BERRILAN Value added Services: creating new companies from the University of the Basque Country



Aquí añadiré algo sobre la importancia de la creación de EBT!

ENTREPRENARI is a Strategic Alliance between the University of the Basque Country (UPV/EHU, Gipuzkoa campus) and BIC Gipuzkoa Berrilan in order to advance in the developing of an “Entrepreneurial Campus” which mission is the generation and promotion of the **entrepreneurial culture** inside the University and the support of new entrepreneurial initiatives which come from Technology Transfer processes and innovation management processes inside the University.

According to the origin of the business projects, the type of new companies created are:

- Companies started up by **Researchers** wishing for commercial exploitation of results obtained from the research they are taking part in.
- Companies created by **Entrepreneurs** from the university to develop innovative projects.
- Companies from outside the **University** which decide to exploit research results in collaboration with the UPV/EHU either by creating a new company, or diversifying the present one.

The ENTREPRENARI programme works in three main basic lines of action:

- Promotion of entrepreneurial culture
 - Course on **Business Motivation** target to graduates, researchers and grant-holders from the University and Technology Centres with the objective to generate entrepreneurial attitudes by presenting testimonials, help and tools available to create a business.
 - Course “**From the Idea to the Business Plan**” targeted to developers, researchers, doctors and scholars from the University and Technology Centres with the objective to analyse and develop their business projects while receiving training in the various areas of business management.
 - Course “**From Technology to the business world**” targeted to teachers, researchers, grant-holders from the University and technology Centres with the objective to provide the participant, through case studies, with criteria to assess a business idea, and the basics of Business Management for innovation.
 - Promotion of the Programme in various Faculties
 - Permanent presence in Gipuzkoa campus through the AULA BIC
- Detection and valorisation of new business projects
 - Sectorial study to identify market niches
 - Opportunity detection of using existing know-how from university departments.
- Management and development of new business projects



Useful Tools & Programs

Final Year project: Identification of business opportunities

Within the ENTREPENARI programme and in order to detect new business opportunities, each year is organized a competition to identify **Final Year projects that can be a business opportunity**. The selected projects are supported in the study of the project feasibility and the business model definition by BIC BERRILAN team members.

For the study, the projects obtain a subsidy of 10000€ for the six months period where the study has to be completed. During the study, the projects can make use of the infrastructure in AULA BIC and the advice of BIC BERRILAN experts. This competition aims to generate an entrepreneurial culture among student and teachers who will take part in the feasibility study and the definition of business opportunities based in the department know how.

BIC BERRILAN in brief

Results in 2007

Entrepreneurs assisted			
▪ 2007		33	
▪ since the start of the BIC		163	
Companies created with BIC support		Jobs created	
▪ 2007	23	99	
▪ since the start of the BIC <i>(from 2003 to 2007)</i>	83	640	
Incubator			
▪ Companies in the incubator	23	Not data	
▪ Companies graduated	60	Not data	

Networks

- The European BIC Network (EBN)
- Basque Network of BICs
- SARETEK Basque Network of Science, Technology and Innovation
- ANCES: National Association of Spanish CEEIs

Ongoing Projects

- ACHIEVE More Program

Entrepreneurship Award

- Toribio Echevarria Award
- Manuel Laborde Werlinden Award

In the face of the financial crisis

The financial economic crisis will be a challenge for the exiting companies and the new ones in many ways. BIC Berrilan sees it as a situation that will trigger the innovation and the entrepreneurial activity in the region and it will be an opportunity to change the industry of the region if it will survive.

Recommendation to new BICs

Establish a good network and have a good pool of experts working in or for the BIC

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2.1 DRO BIOSYSTEMS Success Story

Country: Spain
BIC: Berrilan



Company profile

- **Key words:** Bioprocess, Biotechnology, CMO, Biopharmaceuticals
- **Year founded:** 2005
- **Founders:** Marcos Simón; MSc. Pharmacy, MSc. Food Science and Technology and PhD. Biotechnology. During several years Marcos worked as a scientist in different research centres. He used to collaborate with companies in the field
- **Company funded by:** founder, private investors, family and friends grants, loan, Next step: venture capitals
- **Target market:** Biotech companies and research groups
- **Number of employees:** 10
- **Sales08:** > 800.000 €
- **Hosted at:** BIC Berrilan since 2004 to 2006
- **Other facts:**
 - Founding Member of the Basque Bioscience Cluster
 - Participating in several research projects with universities and research centres

Biopharmaceuticals production is a bottleneck in the development of improved treatments for human and animal diseases based on biologicals. As a consequence, unmet demand creates a market opportunity for companies capable of satisfying biopharmaceuticals production demand. DRO BIOSYSTEMS has taken advantage of this opportunity through a three-fold market strategy:

- Development of production processes for biopharmaceuticals
- Biopharmaceuticals batch production
- Bioprocess technology development

This successful strategy has developed into a foreseen scenario where each of the business activities is developing in an independent company, thus creating a strong network through synergistic collaboration.



DRO Biosystems & BIC Berrilan

- **I contacted the BIC because...**
After having decided the potential location for the business, Marcos Simón contacted a number of local business development institutions. He decided to choose the BIC because of its technical and human resources, the potential relational network, the ability to advise on business development and the capacity for a sustained support of the project in the long term.
- **The most important service received...**
Business planning, support and consultancy during business set-up.
- **Without the BIC ...**
The business set-up process could have been dangerously slowed down, and as a consequence, business opportunity could have been lost

In the face of the financial crisis...

According to DRO Biosystems founder even important customers are delaying payments thus creating financial tension, structural costs are under control and new business opportunities are coming up. In summary they foresee a difficult year with reduced impact in the long term benefit of the business.

Company Awards

- Toribio Echevarria to the Innovative Enterprise Idea 2003
- Entrepreneur XXI to the Technology Based Start Up 2007

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3. BIC LAZIO

Country: Italy
 Region: Lazio
 Lazio GDP (2007): 160.5 billion €
 Companies in the region (2007): 578.151
 New companies per year (2007): 410.000
 Region population (2007): 5.3 million
 Region Unemployment Rate (2007): 6,4%



Business Innovation Centre Lazio is located in one of the most economically dynamic region in Italy: the Region of Lazio. With a population of 5.3 million, Lazio is one of the most important regions in Italy accounting for 10,1% of the GDP.

Business Innovation Centre Lazio, founded in 1990 by the Latium Region, is a joint stock (PLC) corporation, part of a network of regional development offices whose main aim is to **promote and encourage new enterprises, update and modernise** existing projects, to introduce an **enterprise culture** throughout the region and to offer **managerial and technical knowledge** to local public offices.



BIC Lazio profile

Founded year: 1990
BIC since: 1991
Legal status: Public Company
Funded by: the Government of Lazio Region
Stakeholders: Regione Lazio, Chamber of Commerce of Rome, Private banks, Industrial associations (in the very next future BIC Lazio will become an in-house company, with local government of Regione Lazio as the only one shareholder).
Target Market: Entrepreneurs and SMEs
BIC catchment area: Lazio
HHRR: 72 team members
Incubation space: Office spaces, work stations, meeting/training and conference rooms

BIC Lazio Value Added Service: “Glocalisation”



“Glocalization” means the simultaneity – the co-presence – of both universalizing and particularizing tendencies¹. Product or service is more likely to succeed if it is adapted to the specific requirements of local practices².

Robertson, R. (1997)

BIC Lazio catchment area is one with 5.3 million of habitants (55% of the population concentrated in Rome), 5 provinces and 17,208 km². In order to reach every single entrepreneur and SME in the region, not only is necessary to have offices in different location through the region but also to customize the services offered to the reality of the each area.

Thanks to a network of 7 incubators, 5 business promotion centres (CPI) and several information outlets placed in strategic points, BIC Lazio is in close contact to every entrepreneur in the region.

- **Network of Incubators:** structures which supply support services for the development and creation of businesses, including fitted out space for new ones.
- **Network of business promotion centres (CPI)** providing the same services as the incubators, apart from providing the actual space for the new business set-ups.
- **Network of information outlets** placed in strategic points to provide initial advice and supply basic information.



This structure allows BIC Lazio to adapt programs, services and the way they are delivered, to the specific features of every town in the region.



² ‘Comments on the “global triad” and glocalisation’ in Inoue, N. (ed.) Robertson, R. (1997) Globalisation and Indigenous Culture, Kokugakuin University, Japan, Institute for Japanese Cultural Classics.



Useful Tools & Programs

In 2006 BIC Lazio carried out a study aimed at assessing the **competitiveness of the enterprises involved direct or indirectly with the Fiat Plant** based in Cassino – Piedimonte S. Germano (within the Province of Frosinone in the Latium Region). Following the results of this study the Region of Lazio decided to put in place a new initiative target to these companies, which were part of the Fiat supply system. BIC Lazio was the centre in charge of the project.

During 18 months BIC Lazio analyzed these companies and help them to **identify which products and services could be offered to other sectors** (apart from the automotive one) in order to **overcome the difficult economic situation** that was (and is) living the automobile sector.

BIC Lazio in brief

Results in 2007

Entrepreneurs assisted		
▪ 2007	3856	
▪ since the start of the BIC	n.a.	
Companies created with BIC support		Jobs created
▪ 2007	256	386
▪ since the start of the BIC	2.196	3.294
Incubator		
▪ Companies in the incubator	42	
▪ Companies graduated	62	

Networks

- The European BIC Network (EBN)
- EURADA
- Enterprise European Network (EEN)
- EBAN

Ongoing projects

- EBI Italy - ESA Business Incubation at ESRIN
- Regional support specific actions
- KIS4SAT – European Project
- CO-LLABS – European Project

Awards

- Idea Prize
- Essay Prize
- Research and Innovation Prize

In the face of the financial crisis

BIC Lazio supports its clients helping them in finding and catching the opportunities linked to national tax credit due to their activities or subsidized credit through framework agreement with local banks.

Recommendation to a new BICs

- Create a network from the beginning
- Analyse what services exists and don't in the region: NOT duplicate

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3.1 Virtual Italian Parks Success Story

Country: Italy
BIC: Lazio



Company profile

- **Key words:** Virtual Worlds, Immersive Internet, Web 3D
- **Year founded:** 2006
- **Founders:** Bruno Cerboni, engineer with more than 30 years of experience as director, V.P., COO and senior IT manager. He was a pioneer in Italy in the fields of Office Automation, Multimedia, Internet and Virtual Reality. During his professional career he has collaborated with some of the most important Italian Companies such Alenia, Alitalia, ENIdata, Saritel and Telecom Italia Group. He is one of the members of the Advisory Board of the Association of Virtual Worlds.
- **Company funded by:** founders. Looking for Venture Capitals
- **Target market:** Companies, Public Administration, Media, Medical, Military
- **Number of employees:** 12
- **Sales07:** 500.000 Euro
- **Hosted at:** ITech incubator in Tecnopolo Tiburtino Rome since 2007
- **Other facts:**
 - Collaborating with the Università di Tor Vergata in the development of 3D TLC and with the Università Campus Biomedico in the project Remote Endoscopical Simulator.
 - Participating in the European R& D Projects: "Virtual Life" (7th RTD Framework Programme)

Web 3D – Immersive Internet Platform

Virtual Italian Parks started its activities in Second Life in 2006 with big costumers like Accenture, Armani or Nokia. Trying to attract more clients, the company began to contact companies like banks; surprisingly they found that even these companies wanted to advertise their products and organise events in Second Life, security reason avoid them to do it.



This fact encouraged the company to develop **Moondus**, a new international Web 3D platform.

Combining complete control and extreme customization, Moondus can be used to create Web3D solutions adapted to customers needs, and allow them to have **total control of personal data, security, identity-trust and service management.**

MOONDUS

Virtual Italian Parks helps companies to innovate with Web3D in multiple sectors, such as Office Collaboration, Educational and Corporate Training, Architectural and Cultural Heritage, TV Formats, Advertising, Mirror Worlds and Social Virtual Worlds.

Virtual Italian Parks & BIC Lazio

- **We contact the BIC because...**
Bruno Cerboni contacted BIC Lazio in 2006 to present oneself as a candidate in the SMEs selection procedure for the open call for incubation in BIC Lazio's ITECH incubator. In particular Cerboni contacted BIC Lazio for:
 - Receiving a Tutoring business programme;
 - Specific consultancies for commercial/contractual issues;
 - European and national networking;
 - Access to facilities;

- **The most important service received...**
A nice place to stay, assistance in developing a business plan and business modelling , access to relationship and networking with other companies.

- **Without the BIC...**
Delays in the various business set up steps and difficulties in the following aspects:
 - to create a solid business plan;
 - to have access to the financial opportunities;
 - to find benefits from institutional and business networking;

In the face of the financial crisis...

Virtual Italian Parks is developing Moondus 3D TLC (*Training, Learning & Collaboration*). This tool will allow companies to collaborate from remote places in an immersive environment. This product will save travel costs and help to sustain the environment cutting the CO₂ emissions.



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4. Business Development Friesland

Country: Netherlands
Region: Friesland
Friesland GDP (year): 17 billion Euros
Companies in the region (2007): 35.983
New companies per year (2007): 2500
Region population (2007): 642.230 habitants
Region Unemployment Rate (2007): 5, 5%



Business Development Friesland (BDF) is located in Friesland, the northern part of the Netherlands. The region tries to improve its economy by **stimulating investments, export and innovative entrepreneurship**. The centre contributes to this objective setting up and carrying out projects for start-ups and existing SMEs.



Lennard Drogendijk, the director of Business Development Friesland started the BDF activities in October 2002. Nowadays BDF is an international project management agency with a team of 8 employees. BDF works with entrepreneurs in the region and thanks to their proactive approach and 1 on 1 coaching, since 2002 has actively supported over a 100 start-up.

The BIC is involved in the most important start-up programs (*like the Fryslân Development Fund*) and have carefully set up a network in the region, to become what BDF are now: a specialist on start-ups in the Province of Friesland. Furthermore BDF strongly supports local SMEs with coaching, export development and financing.

Business Development Friesland profile

Founded year: 2002

BIC since: 2002

Legal status: Foundation (Non-for-profit, public equivalent body)

Funded by: no structural funding, BDF is an independent project agency

Stakeholders: Regional Innovation Agency and private companies

Target Market: Starting entrepreneurs and internationally oriented SMEs

BIC catchment area: Friesland

HHRR: 8 team members

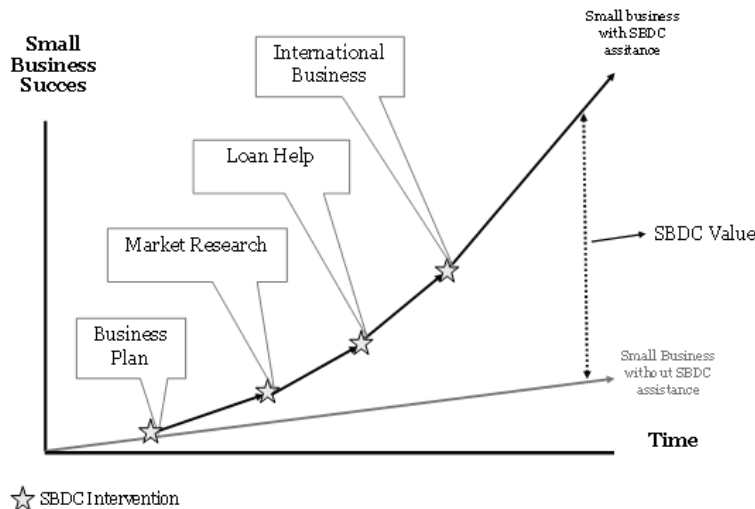
Incubation space: 700 m². The city of Leeuwarden holds three Universities of Applied Science. BDF maintains solid relationships with all of them; in fact BDF carries out the management of the STABLE incubator, set up by the three knowledge institutes.

Located in: Business Park

Value added Service: Internationalisation of local business



The **Office of Small Business Development Centres (SBDC)** in the United States of America, a cooperative effort of the private sector, the educational community and federal, state and local governments, provides management assistance to current and prospective small business owners. The model followed by SBDC is one based on long-term relationship with their clients:



Notional SBDC Customer Value Added

BDF knows very well that the ability to **access global market** has become a **strategic tool to guarantee the survival** and ensure the expansion of many companies and for that reason, BDF not only assists entrepreneurs in turning their ideas into viable business, define their business model or assisting with market research, but also goes a step forward and help companies to **introduce their products and services into international markets**.

BDF can bring Frisian companies in contact with the right person or organization in numerous countries thanks to a large international network of companies, intermediaries, local governments and knowledge institutes.

In order to make easier the internationalization of Friesland companies, BDF has developed the **Fryslân House** concept: shared office facility in Amsterdam and Riga (Latvia) for the benefit of Frisian companies. The Fryslân House, equipped with workspaces and a conference room, acts as a branch office of the participating companies, they can explore new markets, to welcome potential clients or serve existing ones better, without them having to come *'all the way'* to Friesland. Next steps: Fryslân Houses in Ho Chi Minh City, Cape Town and New York.

Other interesting initiative is **WIN!** BDF will pay 200 SMEs in the Northern Netherlands area a visit and will map their export activities and plans; BDF will inform them on subsidies and will introduce them to new markets by setting up joint fair & exhibitions participations abroad.

Useful tools & Programs

Fryslân Development Fund, a revolving investment fund set up and managed by BDF

The Fryslân Development Fund (FDF), a **revolving investment fund** provides by the local bank and the Province of Friesland and manages by BDF.

The Fryslân Development Fund (FDF) anticipates the need of young, innovative entrepreneurs. Innovative companies require additional capital and knowledge, after they started their company, for product and process development and to further professionalize their company.

Starting entrepreneurs often appeal to an external financier; this is very difficult for a young company. Banks for example, are often hesitant to be part of a business plan in which entrepreneurs invest few or hardly any of their own money. But entrepreneurs don't have enough substantial means in this phase of their company. The FDF is set up for such problems. **The fund offers capital, knowledge and networking** to realize innovative plans.

The FDF aims at financing 20 to 25 starting companies with an amount between 50.000 and 150.000 € within two years. Furthermore the fund offers additional value like active commitment with specific knowledge and access at very extensive networks.

For whom?

- Starting Small and Medium-sized Enterprises (SME);
- Established in the Province of Friesland;
- Developing innovative products or services;
- From all branches except for retail, real estate and the catering industry;
- With significant growth potential.

Business Development Friesland in brief

Results in 2007

Entrepreneurs assisted

- 2007 48
- since the start of the BIC +100

Companies created with BIC support

- 2007 23
- since the start of the BIC 63

Jobs created

- 97
- + 300

Networks

- The European BIC Network (EBN)

Ongoing Projects

BDF currently is lead partner in two European projects: Connessione and Pandora. The main purpose of these projects is to support regional businesses to implement an active work-life balance policy (Connessione) and risk management policy (Pandora).

In the face of the financial crisis

In this time of crisis, entrepreneurial spirit is what we need. *Creativity* should be welcomed and stimulated. This is exactly what BDF does (and did).



Recommendation to new BICs

The BIC needs to require a strong position in the triangle of local and regional SMEs, knowledge institutes and governmental bodies and needs to connect these three.

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4.1 PRODUCTVOL Success Story



Company profile

- **Key words:** High-quality, Technology, Solutions, Smoke Detector
- **Year founded:** The core of Productvol is to come up with new ideas, not to found a large company
- **Founders:** Leon Heerkens
- **Company funded by:** founders
- **Target market:** industry
- **Number of employees:** 1

Development of high-quality technological products

To come up with solutions for common and unusual matters has always been the favourite thing to do for Leon Heerkens. While carrying out his former job, he always saw a challenge in fixing imperfections as quickly and efficiently as possible. Nowadays, his talent is implemented in his own business; Productvol, a company for the development of high-quality technological products.

Heerkens: "It's very exciting at the moment. We are at the point of launching our smoke detector. Talks with a major American firm, market leader in this industry are ongoing." Heerkens created and developed the prototype himself. The benefit of this smoke detector is that it reacts much quicker to smoke and fire development. An ingenious concept. Heerkens: "Especially considering every second counts in this business."

But how does his invention actually work? That is something he can not explain because of patent issues. One thing is for sure though: the smoke detector acts as Heerkens expected it to work. De Vet: "We first tested the smoke detector in our garage, next to a normal smoke detector. Start a fire and check the stopwatch. And indeed, our smoke detector reacted much faster. The next step was TNO (The Netherlands Organization for Applied Scientific Research). During the test of the product all experts on this matter were present. The people at TNO were stunned. The fact that our smoke detector worked *that* good was above their expectations. A surreal experience."



PRODUCTVOL & Business Development Friesland

- **Founders contacted the BIC because...**
For Heerkens, it was obvious that the smoke detector has to be become available to the market. The question was how. "In a way we were afraid someone else would run off with our idea." The couple consulted Maurice Tax, a friend and a former participant in New Business Friesland 2004 (a BDF project for start ups) who owns the company Bright Spark. Consequently, Tax brought them in contact with Business Development Friesland.
- **The most important service received...**
According to Heerkens: "The collaboration with Hanna Copini and Lennard Drogendijk had been so valuable. Due to our sessions with them, we realized we could take this idea much further, and we ourselves are not the type of persons to make it the big success it can be. The core of Productvol is to come up with new ideas, not to found a large company. Lennard and Hanna brought us in contact with **sales experts**. They recently represented us in product presentations and negotiation talks in the U.S. The Americans seem to like our inventions a lot!"
- **Without the BIC ...**
Productvol founders know for sure that "*without BDF we would never have come this far*"

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5. CEEI ASTURIAS

Country: Spain
 Region: Asturias
 Asturias GDP (2007): 22.831.851 miles de €
 Companies in the region (2007): 73.124
 New companies per year (2007): 848
 Population Region: 1.080.138
 Region Unemployment Rate (2007): 9, 95%



BIC Asturias, is a not for profit association, founded in 1994 by the Regional Development Agency (IDEPA) and a mixture of regional public and private bodies and economic entities-

The general goal of BIC ASTURIAS is to support **entrepreneurs** willing to set up an innovative company to enrich Asturias industrial environment, with a need to fill experience and knowledge gaps to run a SME.

The Centre also aims at helping existing **SMEs** willing to introduce innovation in their production, management or distribution processes or to gain access to the new technologies that could render them more competitive



CEEI Asturias main objectives are promoting business culture and innovation, offers comprehensive support to start ups (*especially those based on innovation, scientific or technical knowledge*) and SMEs in the process of innovation and diversification. Furthermore the centre is always looking for and applying new innovative activities which can increase employment and growth in the region.

CEEI Asturias profile

Founded year: 1994

BIC since: 1994

Legal status: Non-for-Profit Association

Stakeholders: Regional Development Agency (IDEPA) and a several public and private bodies³

Funded by: Public sector income (both, competitive and non-competitive programmes) 88, 07 % and private sector income, incubator, technical assistance and other services 11, 93 %

Target Market: Entrepreneurs and business people with innovative projects, especially those with a strong technological component

BIC catchment area: Asturias

HHRR: 22 team members

Incubation space: 848 m² of offices to rent and 264 m² common space. Pre- incubation and incubation for intermediate and high-technology based companies; Infrastructures, communications, IT support and basic services; *Special economic conditions for technology based companies.*

Located in: Asturias Technology Park

³ Oviedo, Gijón and Avilés Chambers of Commerce, University of Oviedo, Science and Technology Research Development Agency (FICYT), Asturian Business Federation (FADE), Association of Young Entrepreneurs (AJE), Professional Association of Industrial Engineers, Professional Association of Economists, Asturias Saving Bank (CajAstur), Asturias Business School Foundation

CEEI Asturias Value Added Service: Access to capital



The majority of start-up businesses do not have all of the necessary resources and/or critical factors needed for business success: they have to struggle with a number of critical problems during their early stage of their business development. **Many of these problems are compounded by insufficient initial capital and lack of access to financial sources**

Sheperd and Shanley, 1998⁴; Van Auken, 1999⁵

CEEI Asturias knows very well that **access to capital is a major problem for start up businesses and businesses trying to expand**. For that reason the centre in collaboration with several regional financing organizations has put in place a new service called **CEEI FINANCIÁ**.

CEEI FINANCIÁ is an itinerary made up of 5 phases: in every phase specific services are given to entrepreneurs in order to continuously improve their business plan. After completing the itinerary, CEEI Asturias will review the plan, and if it has accomplished with specific requirements, CEEI Asturias will validate and certify it.

Obtaining a **validated certificate** of the business plan by CEEI Asturias is a **requirement** to apply for the Regional Ministry of Science and Technology subsidies for the creation and consolidation of technology based companies, to apply for the regional subsidies for self-employment or to obtain micro credits of the Principality of Asturias. Furthermore, **this certification may help entrepreneurs to get money easier** from other regional organizations and banks (capital risk, other subsidies, loans, etc.).

CEEI Asturias has also created the "**Asturias Business Angels Network**" (ASBAN), in collaboration with the Asturian Business Federation (FADE) and the Association of Young Entrepreneurs (AJE). The network aims at seeking private funding for innovative business projects. Investors provide funding, experience and network contacts. BIC's Asturias role is to identify innovative projects, suitable to access to this special type of funding, and to support them through the process of formulating and improving the Business Plan and presenting it to potential investors.



⁴ Sheperd, D.A. and Shanley, M. (1998), *New Venture Strategy: Timing, Environmental Uncertainty, and Performance*, Sage Publications, Thousand Oaks, CA.

⁵ Van Auken, H.E. (1999), "Obstacles to business launch", *Journal of Developmental Entrepreneurship*, Vol. 2, pp. 175-87.

Useful Tools & Programs

- **TICKETAUTONOMO**

CEEI Asturias has developed the methodology and a web-based project collaborative tool and software application called **TICKETAUTONOMO** for managing the new regional self-employment subsidies, in which BIC Asturias has a relevant role as coordinator.

The new aid scheme requires a validating certificate of the business plan of the entrepreneur to access the funding, involving more than **30 regional entities in providing this service** (Regional Ministry of Industry and Employment, business centres, local development agencies, chambers of commerce, etc.).

The tool and methodology designed by BIC Asturias, have two main functions: Articulate and standardize the entrepreneurs advising through the business planning specific tool & training; and also allow the control, monitoring and reporting of the whole project from the part of coordinator. As well as being a tool for **networking among entities**, it also offers real time information on entrepreneurs and business projects.

- **DEVA** is an initiative of the Regional Ministry of Industry and Employment of Asturias led by Economic Development Agency of Asturias which offers business professionals of Asturian origin and operating outside the region, the opportunity to invest and establish themselves in Asturias. CEEI Asturias makes available to Asturians living outside the region who, with a business idea and interested in setting up in Asturias, the advice and technical assistance needed to analyze the viability of their business projects.

CEEI Asturias in brief

Results in 2007

Entrepreneurs assisted

- | | |
|------------------------------|-------|
| ▪ 2007 | 668 |
| ▪ since the start of the BIC | 5.903 |

Companies created with BIC support

- | | |
|------------------------------|-----|
| ▪ 2007 | 58 |
| ▪ since the start of the BIC | 546 |

Jobs Created

121

Incubator

- | | | |
|------------------------------|-----|-----|
| ▪ Companies in the incubator | 39 | 129 |
| ▪ Companies graduated | 110 | |

Networks

- The European BIC Network (EBN)
- ACEPPA
- ANCES
- Asturian Quality Club
- Asturian Innovation Club
- Asturian Business Angels Network

Ongoing projects

- Atlantic Arc - AT Venture: To improve capital risk markets for regions and R&D activities. BIC Asturias leads the project
- Interreg IVC- Creative Growth : To promote regional development and competitiveness (Establish the European Net of Creative regions)
- Business Cooperation Project: to participate in the FP7 and other International R+TD programmes Framework Programme of the EU. Creation of a R+TD Business Unit to position Asturian companies as partners in R+TD projects proposed by Technology Centres, Research Institutes, Universities and large enterprises

Awards

- Best University Business Project
- Best Technology Based Business Innovation Project
- Asturias Patents and Utility Models Competition

In the face of the financial crisis

- Offer our experience in financing projects and other services to attend companies' needs. CEEI Asturias is supporting the Asturian Reciprocal Guarantee Agency in helping companies to obtain financial guarantees, a measure approved by the regional authorities to cope with the current economic situation.
- Acquire a better knowledge of entrepreneurs and SMEs weakness
- Define complementary services to attend needs and strengthen entrepreneurs abilities and SMEs structure

Recommendations to new BICs

- Good knowledge of the economic situation, resources, needs, sector – business of special interest to promote (economic policy, economic and social organisations, business support organisations...)
- Analyse target clients, needs, services provided by other organizations and lacks. Study existing support entities services and purpose. Based on that define services to be offered (it might be well equipped offices or laboratories, financial support, etc)
- Close relation and work with development organisations and entities, R&D centres, universities, business associations...
- Hire professionals from different backgrounds and qualifications

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5.1 TESIS Success Story

Country: Spain
BIC: CEEI Asturias



Company profile

- **Key words:** Healthcare, IT, Telemedicine, Care Quality
- **Year founded:** 2005
- **Founders:** Pedro Alvarez, Telecommunications and Biomedical engineer, and a Professor and director of the Bioengineering and Telemedicine Group of the Polytechnic University of Madrid. Pedro Alvarez was a PhD student at the Bioengineering and Telemedicine Research Group when he decided to start up his own company
- **Company funded by:** founders and grants (due to TESIS relationship with the University Politecnica de Madrid' research group, the company has been financed mostly through grants)
- **Target market:** public and private hospitals, medical insurances, government agencies
- **Number of employees:** 6
- **Hosted at:** CEEI Asturias since 2006 (using CEEI Asturias professional address since 2005)
- **Other facts:**
 - Spin-off of the Bioengineering and Telemedicine Research Group of the University Politecnica de Madrid (Spain)

Information Technology applied to the Healthcare Sector

Even though it is very well-known that information technology (IT) can bring improvement on health care delivery systems to date IT has not been widely adopted in the health care sector. TESIS started up its activity in 2005 for filling this market gap.

TESIS Telemedicine S.L, a NTBF (New Technology Based Firms), is a spin-off of the Bioengineering and Telemedicine group at the Polytechnic University of Madrid.

The company deals in the development of Telemedicine and Information and Communication Technologies for the health sector, which are aimed at improving care quality, providing technological and scientific support to professionals involved in the health sector, thus encouraging equality by bringing medical attention to isolated areas and giving rise to good health control management.



TESIS & CEEI Asturias

- **Founders contacted the BIC because...**
Due to his science and engineering background, Pedro Alvarez had the technical skills needed for starting up the business, but not the business management skills needed to be successful. CEEI Asturias helped him and his team to identify weaknesses and through an intensive training program to define better TESIS Business Plan
- **The most important service received...**
An intensive training program in business management
- **Without the BIC ...**
It is complicated to know... but for sure everything could have been more difficult

In the face of the financial crisis

The company is working mainly with public organisations and for the moment, TESIS has not felt the economic financial crisis effect.

Company Awards

- EIBT certification (New Technology Based Firms); Spanish National Association of European Business and Innovation Centres (ANCES)
- Jury's special mention in ACEPPA (Asturian Companies Association) Best Company 2008 Awards



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6. CEIN NAVARRA

Country: Spain
Region: Navarra
GDP (2007): 17.085 mill euros
Companies in the region (2008): 43.847
New companies per year (2008): 2% increase since 2007
Population in the region (2007): 605.876
Region Unemployment Rate (2008, 4th Term): 8.12 %



The Centro Europeo de Empresas e Innovación de Navarra, S.A. (CEIN, S.A.) was established by the Government of Navarre with the main mission to **diversify** the industrial and economic fabric of Navarre and contribute to its development by stimulating **entrepreneurship**, helping the creation and consolidation of new businesses and promoting **innovation** in small and medium companies.

CEIN Navarra is an instrument of the Government of Navarre's Department of Innovation, Business and Labour that provides service to regional SME and entrepreneurs.

The centre helps entrepreneurs to turn their ideas into viable, consolidated and innovative businesses; trains entrepreneurs to be effective, committed to innovation and ready to adopt change, promotes entrepreneurship values among students of all ages and also in society, identifies new business opportunities for the region and introduces innovation in SME.



CEIN NAVARRA in brief

Founded year: 1988

BIC since: 1991

Legal status: Non-profit association depending on the Government of Navarre's Department of Innovation, Business and Labour

Stakeholders: Forty five companies and regional organizations; the Government of Navarre is the major stakeholder

Funded by: Government of Navarre

Target Market: Regional entrepreneurs and small and medium companies

BIC catchment area: Navarre

HHRR: 95 professionals

Incubation space:

- 4,186m² (Office space)
- Specific area for IT SME
- Pre-incubation space for students and researchers at the Public University of Navarra
- New incubator for Agro Food companies located in Tudela

Located in: Noain, CEIN headquarters, Navarre Technology Park

CEIN Navarra Value Added Service: Seed capital



Capital is necessary at various stage of the business development process, but **access to seed capital for young innovative enterprises is often a problem** since the investor faces a high risk that the entrepreneur fails. This makes banks and venture capital funds reluctant to invest, making any funding expensive or impossible.

Enterprise and Industry DG Web site

Innovative SME have problems when accessing financial resources as they represent a higher risk than other SME or large firms. Banks are unwilling to lend to risk profile customers, in particular, at the beginning of a firm's life due to the lack of sufficient collateral and the uncertainty for income to pay back the loan.

Start-up Capital Navarra is a venture capital association founded by the Government of Navarre and with the support of several regional public and private bodies, being CEIN Navarra one of them.

The association tries to **accelerate the start-up process of innovative and highly promising technology-based** firms located in Navarre providing entrepreneurs with **seed capital and start-up capital**:

- Seed capital: financing provided to study, assess and develop an initial concept
- Start-up capital: financing provided to firms for product development and initial marketing. Firms may be in the process of being set up or may exist but have not sold their product or service commercially.

In exchange Start-up Capital Navarra takes a portion of equity in the new venture.

CEIN Navarra is one of the main actors in this initiative, managing the capital and also offering advice in the completion of the entrepreneurs' business models, experienced operation staff, networks of relations with key strategic actors and office space.

Useful Tools & Programs

- CEIN Navarra managed a project which main objective is the technical and economical evaluation of SME in the region. The idea is to encourage companies to innovate and participate in R&D projects.
- CEIN carried out a study for identifying strategic sectors in the region. As a result of this study, over the past few years, CEIN Navarra has stimulated the creation of clusters in auto, ICT, food and renewable energies and linguistic competences.

CEIN Navarra in brief

Entrepreneurs assisted

- | | |
|------------------------------|--------|
| ▪ 2007 | 844 |
| ▪ since the start of the BIC | 12,544 |

Companies created with BIC support

- | | | | |
|------------------------------|-------|----------------|--------------|
| ▪ 2007 | 100 | Jobs created | 212 new jobs |
| ▪ since the start of the BIC | 1,877 | 4,083 new jobs | |

Incubator

- | | | |
|------------------------------------|-----|--------------|
| ▪ Companies in the incubator 2007 | 30 | 75 new jobs |
| ▪ Companies graduated (since 1991) | 103 | 633 new jobs |

Networks

- The European BIC Network (EBN)
- Spanish Association of Business and Innovation Centres (ANCES)
- National Association of Development Agencies (ADR)

Ongoing European projects

- Innodeal (CIP)
- Pro felp (Leonardo)

Awards

In the face of the financial crisis

Cutting budget and more services offered in house are some of the consequences of the financial crisis. CEIN Navarra is trying to adapt the services offered to the SME and entrepreneurs to the new economic landscape. On the other hand CEEI Navarra is being an alternative to the difficulties that SME are finding in banks.

Pro activity in searching new business opportunities, an open attitude for innovation and an efficient training is CEIN's recipe for entrepreneurs in the present economic landscape. CEIN manage several financial instruments that could be an alternative to banking.

Recommendation to new BIC

- Identify regional SME profile and their weaknesses. Fit the scope and dimension of the BIC to the entrepreneurial fabric.
- Identify strategy sectors in the region
- Analyze what services are offering other organisations in the region. Look for synergies
- Try to be in touch with Universities, Technology Centres and local companies
- Great idea to be located in a Technology Park

Contact details

CEIN, S.A.

Centro Europeo de Empresas e Innovación en Navarra, S.A.

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6.1 IDIFARMA Success Story

Country: Spain
BIC: CEEI Navarra

Company profile

- **Key words:** Biotech, Pharma, Drugs, Generic
- **Year founded:** 2001
- **Founders:** Angel Ursua and Jose Javier Muruzábal and Luis Oquiñena, both with wide experience in the Pharma industry after having work during more than 16 and 25 years respectively for the generic company leader in Spain
- **Company funded by:** founders, venture capital
- **Target market:** Pharmaceutical companies (Generic and Biotech companies)
- **Number of employees:** 60
- **Sales08:** 3.000.000 €
- **Hosted at:** CEEI Navarra since November 2001 to 2007
- **Other facts:**
 - Idifarma is involved in other projects, such as the new company **3P Biopharmaceuticals**, plant for the production of biomolecules based in Noáin-Navarra. It will be the first plant of its kind that is created in Spain. It involves an investment of around 9 million Euros and an initial staff of 19 employees that will be 35 in the medium term.
 - Member of the Navarra Biotech Cluster



IDIFARMA is a leading supplier of specialized services for the Spanish and European markets in the areas of pharmaceutical and biotechnology research, development, and innovation.

100% customer oriented, the company carries out a full range of design, development, and documentation projects for new pharmaceutical and biotechnology products.



Its business is based on three services: supplied from specific services to completed new products to pharma and biotech companies, in-house activity developing their own products or new ways of delivering products that are already in the market. Also, Idifarma offers a wide range of services from quality control and analysis services, comparative studies on products and their stability to registration documentation procedures.

Idifarma & CEEI Navarra

- **Founders contacted the BIC because...**
CEEI Navarra is really well-known in the region
- **The most important service received...**
Space and flexibility: Idifarma grew very quickly and CEEI was able to offer more space when the company needed it.
Also, the centre offered Idifarma the possibility to focus on the core business and not to be worried about administrative issues.
Furthermore, CEEI Navarra helped the company to access public and private capital and **VISIBILITY**, which is perhaps the most important service received: thanks to CEEI Navarra the company became known among government and other companies in the region.
- **Without the BIC ...**
Everything would have been more complicated

In the face of the financial crisis

Idifarma tries to help its customer to save money:

- Short and medium term strategy: Offering big companies Idifarma manufacturing plant.
- Large term strategy: developing new drugs delivery system which avoid patient the side-effects and spend days at the hospital.



Company Awards



- Entrepreneur Award XXI
- Best Trajectory for a Technology-Based Innovative Company (EIBT) ; Prizes for the Creation and Consolidation of Technology-Based Innovative Companies awarded by the Spanish National Association of European Business and Innovation Centres (ANCES)

Contact details

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7. Centro de Empresas e Inovação da Madeira – BIC Madeira

Country: Portugal
Region: Madeira
Madeira GDP (2007): 4.824 millions €
Companies in the region (2007): 1.500
New companies per year (2007): 399
Region population (2007): 250.000
Region Unemployment Rate (2007): 7%



BIC Madeira was found in 1997 by Madeira Regional Government which main goal was to contribute to the **diversification and growth** of the economy in Madeira Autonomous Region, focussing specifically on innovative business activity and entrepreneurship promotion.

BIC Madeira's principal mission is to give a full range of support to promoters of innovative projects and ideas, for the creation and modernisation of enterprises in all economic sectors. Furthermore, BIC Madeira's main objective is the creation and promotion in Madeira Region of a new entrepreneurial culture of innovation and competitiveness.

BIC Madeira can be considered as a strategic partner in Regional development as it stimulates the creation of micro and small companies, by means of the promotion of entrepreneurship and business innovation. Is an instrument of regional development and optimizes public and private resources to support initiatives which contribute, through their innovative nature and economic relevance, to wealth and job creation and to activity diversification. On the other hand, CEIM assumes the role of interface contributing to the transfer of results and connections between research and development entities and the entrepreneurial activity.



Centro de Empresas e Inovação da Madeira – BIC Madeira profile

Founded year: 1997

BIC since: 1997

Legal status: Private company with public capital

Stakeholders: Regional Government (Região Autónoma da Madeira), Madeira University, Young Entrepreneurs Association of Madeira, Banco Internacional do Funchal, Empresa de Electricidade da Madeira, Empresa de Cervejas da Madeira, Companhia Insular de Moinhos

Funded by: Mainly Região Autónoma da Madeira

BIC catchment area: Madeira Island

Target Market: Entrepreneurs

HHRR (2007): 9 team members

Incubation space: 293, 26 m²

Located in: Science Park, near to Madeira University

Value added Service: Training the next generation of Madeiran entrepreneurs



Fostering an **entrepreneurial mindset** as well as the relevant skills among young people – starting from basic education – will greatly contribute to the strategic goals of the EU. **Young people** should be equipped with the skills they will need to be successful in a complex world: creativity, innovation, independence, initiative are essential attributes for personal fulfilment and success.

Lisbon European Council of 2000

BIC Madeira is developing a large project, since 2005 and till 2013, for the promotion of entrepreneurship at different educational levels (primaries: 6/7/8 years old, secondary, vocational training: 16/17/18 years old, and in Madeira University: 18-25 years old –.): **rs4e – road show for entrepreneurship®**

Since its establishment BIC Madeira has promoted and brought to life the spirit of entrepreneurship, by providing direct, hands-on support to innovative ideas/projects. In order to promote new projects at a regional level, BIC Madeira felt the need to go looking for **future Madeiran entrepreneurs** in amongst school-age Madeiran adolescents.

rs4e – road show for entrepreneurship® is a project about entrepreneurship, run by the BIC Madeira, which targets Madeiran students between the ages of 6 and 25. Although, the methodology changes from level to level, the concept applied – “*learning by doing*” – provides a basis for the training sessions that take place on several schools involved in the project throughout the Autonomous Region of Madeira. Over the last three years, **3600 students have come in contact with the project and also 111 teachers from the 20 teaching establishments were involved**. For, 2008 it is expected to cover 1.800 students!

This project takes an innovative approach to the subject of entrepreneurship, basing the development of the theme on **behavioural changes** that take place naturally as the training session's progress, drastically reducing the barriers between the pupils as citizens and the business world, at the same time as drawing out and teaching key competences for the start-up of a new business.

Useful tools & Programs

Fostering Internal Network

One time per month BIC Madeira invites the incubates to attend to a one hour sessions about practical aspects of business life. A team member or a guest speaker talks during 30 minutes about matters of interest to the daily lives of the companies. In the others 30 minutes incubates may ask questions about what was spoken and putting into discussion real situations of their companies. Sometimes the better solution does not come from BIC Madeira, or external speaker, but from a promoter of other company, that already lived a similar situation.

With this regular contact they establish affinities with other companies, and also with BIC Madeira staff, learn from the experience of other entrepreneurs and increase the opportunity to establish a new business partnership.

Centro de Empresas e Inovação da Madeira – BIC Madeira in brief

Results in 2007

Entrepreneurs assisted

- | | |
|------------------------------|-----|
| ▪ 2007 | 11 |
| ▪ since the start of the BIC | 100 |

Companies created with BIC support

- | | |
|------------------------------|-----|
| ▪ 2007 | 3 |
| ▪ since the start of the BIC | 200 |

Jobs created

4 new jobs

Incubator

- | | | |
|------------------------------|----|----------|
| ▪ Companies in the incubator | 11 | 35 jobs |
| ▪ Companies graduated | 54 | 172 jobs |

Networks

- The European BIC Network (EBN)
- European Association for the Transfer of Technologies, Innovation and Industrial Information (TII)
- National Business Incubation Association (NBIA)
- Portuguese Association of Business Innovation Centres (BICS)
- Portuguese Network for the Industrial Property Promotion (GAPI)

Ongoing Projects

- ["Erasmus for young entrepreneurs"](#) – to promote the mobility of European citizens, to foster entrepreneurship and to promote the benefits of the internationalization of European SMEs;
- [GAPI](#) /UIPP– Unit for Industrial Property Promotion - to promote industrial property concepts, to reinforce competitiveness in the regional companies and to protect their intangible assets (help in the clarification of rules and pre requirements for the various types of IP).

Entrepreneurship Award

- Madeiran Prize for Business Innovation

In the face of the financial crisis

BIC Madeira encourages entrepreneurs to identify new market opportunities and support them, offering experience and services, in solving new and challenging problems that are facing the business sector nowadays. There is always an opportunity, the challenge is to find out where is it!

Recommendation to new BICs

- BIC should preferably be located next to a pole generator of innovation (a research centre, a university, a science and technology park ...);
- BIC should be able, through a strong linkage with the “knowledge producers”, to absorb existing innovation and stimulate the creation of more innovation, ensure physical conditions and human support (know-how and networking) to the activity;
- Complementary, new BICs should be aware that regions with low rates of entrepreneurship should have a wager in entrepreneurship education in order to achieve critical mass.



Contact details

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7.1 IndAirControl Success Story

Country: Portugal
BIC: Madeira

Company profile



- **Key words:** Indoor Air quality, Health, Environment
- **Year founded:** 2006 (December)
- **Founders:** **Miguel Sousa**, Business Director for 13 years, with a Degree in Industrial Management and Engineering, **Nereida Cordeiro**, PhD in Chemistry, Professor at Madeira University, with 15 years experience, with several book chapters, articles and investigation projects, and **Irene Câmara**, Professor at Madeira University, degree in Biology, and specialization in aerobiology
- **Company funded by:** founders, awards
- **Target market:** Environment, Health companies
- **Number of employees:** 5
- **Sales07:** 66 k€
- **Hosted at:** BIC Madeira since 2006

Indoor Air Quality Analysis

IndAirControl provides the monitoring and control of air quality in indoor environments, particularly with regard to allergic particles (biological and chemical) in order to improve the environment, quality of life and welfare of the occupants, especially the ones with allergies.



Indoor Air & BIC Madeira

- **Founders contacted the BIC because...**
BIC Madeira was the first option for the founders due to the excellent services that the BIC is offering.
- **The most important service received...**
Space and administrative organisation
- **Without the BIC ...**
For sure extra worries



In the face of the financial crisis

The global economic/financial crisis affects every company, but IndAirControl knows that this situation is also an excellent opportunity for the small companies to take their place in the market. Company team members are ready and they know that their company **will be one of the winners**.

Awards

- Madeira Island Award for Business Innovation (PMIE), 2006
- National Innovation Agency for start-ups with high potential, 2007

Contact details

IndAirControl

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8. Innotek

Country: Belgium
Region: Kempen / Province of Antwerp
Region GDP (2007):
Companies in the region (2007): 6000
New companies per year (2007):
Region population (2007): 1.700.000 habitants
Region Unemployment Rate (2007):

Innotek found its roots in 1987. The Regional Development Authority for the Kempen region and the local Chamber of Commerce added an extra pillar to their regional development policy in which the development of local knowledge and entrepreneurship stood at the central. Nowadays innovation is high on everybody's agenda but more than 15 years ago this was a rather advanced approach. Innotek feels somewhat proud that they were one of the first Business and Innovation Centers (BIC) in Europe.

At the beginning Innotek main objectives were to stimulate innovation in start-up companies and existing SME's through information spreading and individual coaching. Gradually its activities grew and got more diverse: an incubation building (Technologyhouse), specialized ICT-advice, a network of tele-offices, teleworking consultancy and a call center Innocall.



These days Innotek activities focus on new business development (stimulating entrepreneurship), internationalisation and **spin-off creation** from both industrial or services companies and research centres.

Innotek profile

Founded year: 1987
BIC since: 1988
Legal status: Foundation
Funded by: Members, province of Antwerp, on a project basis by other authorities
Stakeholders: Province of Antwerp and several large companies, intermediary organisations, research centres and regional development authorities in Flanders
Target Market: Entrepreneurs involved in innovative and technology based companies
BIC catchment area: Province of Antwerp OK
HHRR: 6 team members
Incubation space:

- Innotek manages the Technology House of the Kempen, a business incubator (4.200 m²) for high tech start-up companies
- Clean Tech Incubator: Innotek runs – in close cooperation with VITO (The Flemish Institute for Technological Research) - an incubator (2.300 m²) focus on environmental and energy technology companies. The incubator is located on the campus of the VITO.

Located in: Technology House of the Kempen

Value added Service: Creating spinoff companies



Spin-offs are a means of technology transfer from a parent organization (usually a research centre, university or industry) that represent a mechanism for creating **jobs and new wealth**

Steffensen et al.⁶

Spin-offs represent an important mechanism for technology transfer, as a spin-off is typically founded around a core technological innovation that was initially developed at the parent organization.

The term "spin-off" means a new company that arises from a parent organization: typically, an employee (or employees) leaves the parent organization, taking along a technology that serves as the entry ticket for the new company in a high-technology industry.

During the last years Innotek has been working with different organisations in the region in order to foster the creation of **new spinoffs coming from research centres or industry**:

- Innotek works with the VITO (Flemish Institute for Technological Research), the SCK (Nuclear Energy Research Center), the KHK (Kempen Higher Educational Institute), Belgoprocess and the University of Antwerp with the objective to create new business starting from good ideas/opportunities coming from these organisations.
- On the other hand, Innotek has broad experience in **industrial spin-off creation**. In the past years a **new methodology** has been developed aiming the creation of spin-off companies. This methodology encompasses three steps under the supervision of *spin-off experts*:
 - Investigating the real potential of companies to carry out a spin-off company ("scouting")
 - Executing spin-off scans : relevant features of the parent company, the spin-off team and the spin-off activity will be highlighted ("scanning")
 - Guidance of spin-off projects ("coaching")

Applying this methodology Innotek and the BOM (Brabantse Ontwikkelings Maatschappij of the Netherlands) in the framework of the European cross-border project Interreg IIIA "**Spin-offs pilot project**" were able to create **16 external and 36 internal spin-offs**.

Following this success, Innotek is now running an industrial spin-off project for the whole of Flanders

Useful tools & Programs

Creativity sessions using the GPS-methodology

GPS-methodology is a simple but effective brainstorming method to generate ideas. In groups, it is explored ways in which company, school or association can react to future trends and developments.

⁶ Spin-offs from research centers at a research university; Morten Steffensen, Everett M Rogers, Kristen Speakman. Journal of Business Venturing. New York: Jan 2000. Vol. 15, Iss. 1; p. 93

Innotek in brief

Results in 2007

Entrepreneurs assisted		
▪ 2007	82	
▪ since the start of the BIC	>1000	
Companies created with BIC support		Jobs created
▪ 2007	17	50 new jobs
▪ since the start of the BIC	104	
Incubator		
▪ Companies in the incubator	20	186 jobs
▪ Companies graduated	25	

Networks

- The European BIC Network (EBN)
- Aqueduct (network of EBN members)

Ongoing Projects

- Interreg IIIA on industrial spin-off creation
- EFRO (Flanders) on industrial spin-off creation
- Interreg IVA 2Seas programme on innovation for maritime sector

In the face of the financial crisis

It's really bad for people who are directly affected through reorganisations, lost of employment, financial losses etc...

It could have some positive effects though starting rethinking our (financial) system, using innovation for sustainable development

Recommendation to a new BICs

- Try to involve the major socio-economic actors of the region
- Secure some structural finance (an incubator building that you can acquire at interesting financial conditions e.g. (partly) subsidized could be very helpful)
- Form a multidisciplinary team
- Try to convince your stakeholders that they should consider mid and long term effects
- Try to realise some short term successes
- Work hard for your clients, but don't forget to put enough attention on your visibility and external communication
- Consider becoming a member of EBN

Contact details

Innotek

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8.1 PEIRA BVBA Success Story

Country: Belgium
BIC: Innotek



Company profile

- **Key words:** Scientific Instruments, Solutions, Customize Equipment
- **Year founded:** 2007
- **Founders:** engineer with wide experience in the manufacturing industry
- **Company funded by:** founder, grants, loan
- **Target market:** Pharma, biotech, academic research
- **Number of employees:** 5
- **Sales07:** 500.000 €
- **Hosted at:** N/A
- **Other facts:**
 - Member of the Cluster FlandersBio



Peira is offering a service platform to researchers in the biotech, life sciences and pharma industry and to academic R&D organizations. The company will be built upon the experience and know-how of the scientific instrument development group that exists today at one of the larger pharmaceutical concerns in Flanders, Belgium.

Peira bvba responds to specific requests of researchers looking for **unique instruments or wanting to have standard equipment modified to their needs**. Company aim is to enable researchers to conduct unique experiments by providing them with a full service package and/or unique instruments. **Peira will design, build, modify and maintain unique instruments**. It has the ambition to become the preferred full service instrument provider to the bio, pharma and life sciences industry.

Peira BvbA Company & BIC

- **Founders contacted the BIC because...**
Peira is one of the spinoff companies that were created thanks to Innotek industrial spin-off creation expertise. Innotek team member helped Peira Bvba founder identified the opportunity and encouraged him to start up his own company.
- **The most important service received...**
According to Peira founder advices for getting money, was the most important service received.
- **Without the BIC ...**
No start up...





Contact details

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9. La Maison de l'Entreprise (LME)

 La Maison de l'Entreprise®

Country: Belgium
 Region: Part of the Hainaut Province, within Wallonia Region
 Wallonia GDP (2007): 17,815 €/ inhabitant
 Companies in the LME region (2007): 37,531
 New companies per year in the LME region (2007): 3,334
 LME Region population (2007): 900,000 inhabitants
 LME Region Unemployment Rate (2007): 20.02%



La Maison de l'Entreprise is located in Wallonia, the southern and French-speaking part of Belgium. Stretching over 16,844 square kilometres, Wallonia accounts for more than half of the Belgian territory and has a population of 3,435,879 inhabitants, i.e. one third of the total Belgian population. Since 2005 the Wallonia government has been putting in place a **new revival plan aimed at regenerating Wallonia's economy**. This plan tries to promote the setting up and development of new companies and to stimulate economic activity through among other initiatives, a straightforward and attractive system of business incentives and promoting the entrepreneurship spirit.

La Maison de l'Entreprise, a LTD established in 1996 by two Economic Development Agencies (IDEA-IDETA) is one of the companies working for the revitalizing of the area. Located on four different sites in Wallonia: Mons, Binche, Tournai and Enghien, and funded by the EU and the Economic Affairs Ministry of the Région Wallonne, the BIC provides an environment in which **small companies (in creation or expanding) can grow through the provision of professional and expert business guidance**.



Maison de l'Entreprise profile

Founded year: 1996
 BIC since: 1996
 Legal status: LTD
 Funded by: Services and incubation incomes, EU and Walloon public incomes
 Stakeholders: Private and Public Companies
 Target Market: Innovative SMEs and entrepreneurs
 BIC catchment area: 2/3 of the Hainaut Province (Wallonia Region)
 HHRR: 12 Team members located in four Business Innovation Centres and in a Technology Incubator in the Parc Scientifique Initialis target to IT and life science companies
 Incubation space: 5,400 m² (Office space + Workshops) + 4,600 m² LME is managing on behalf of the Eco Dev Agencies, **10,000 m² in total**
 Located in: Initialis Mons Science Park, Enghien Qualitis Science Park, Tournai, Binche



Value added Service: Fostering creativity among start-ups and SMEs



Creativity is a driver for innovation and a key factor for the development of personal, occupational, entrepreneurial and social competences and the well-being of all individual in society.

Education and Culture DG Web Site; Creativity and Innovation European year 2009

Further to its core business – the guidance small companies and young entrepreneurs – LME also focuses on two aspects of Creativity:

Creativity support methodologies: *CreaZoom Programme* and *Creamons Club*

The *CreaZoom Programme* was set up to help entrepreneurs to define, with experts, a participative innovation procedure within their company. A creative methodology is used in the coaching through the different themes proposed by LME. The sessions address varied topics such as “How to detect new inspiration sources for businesses?”, “How to jump at an opportunity?”, “How to evaluate the creative potential of your company?”, “How to upset your communication habits?”, ...

The *Creamons Club* is an “innovation circle” composed of entrepreneurs, researchers, students ... who help each other to innovate. There are two phases in this process: a creativity phase to increase the number of innovation ideas, a second one to test the interest of the innovation (acceptability test). This methodology enables entrepreneurs to test or to invent new concepts, products, services, brands, logos... and validate them. The final result is an innovation not only theoretical but also marketable and profitable.

Design Action by LME

Design can be a major factor in the businesses’ strategy. Designing and/or re designing the product, package or brand of a company contributes to give it a new form or a new meaning, to create a visible and coherent message around it. With the Design action by LME, entrepreneurs have access to a coaching for the management and development of their design project, with the help of professional designers. The aim is to make them understand and integrate in their strategy that design creates added value and increases competitiveness.

Useful Tools & Programs

The LME mission to support young entrepreneurs in the creation of their business is greatly improved by three regional tools that provide a financial assistance to new businesses. Through them, entrepreneurs can more easily travel down the upstream phase of business creation and test the feasibility of their project while limiting the risks.

Training vouchers for business creation

LME is accredited by the Walloon Region to coach entrepreneurs in the evaluation of the business projects through this specific tool. Thanks to the training vouchers, entrepreneurs benefit from:

- A personalized coaching to give shape to their project;
- Adapted training sessions to their specific needs.

“Pre activity” grant

This grant was created by the Walloon Region to help entrepreneurs to be to prepare their business project before creation. This **12.500 € grant** covers expenses such as:

- business plan
- market studies
- partner research
- documentation

The role of LME is to prepare the application file with the entrepreneur to give it the best chances to be selected by the jury which bases its choice on the novelty aspect of the project among other things.

Technological vouchers

Companies can use this Walloon Region tool to pay technological services provided by accredited R&D centres to improve their technological capacity: technological feasibility study, provision of technical solutions, prototyping ...

La Maison de l'Entreprise in brief

Results in 2007

Entrepreneurs assisted			
▪ 2007	138		
▪ since the start of the BIC	1.302		
Companies created with BIC support			
▪ 2007	11	34 new jobs	
▪ since the start of the BIC	174	582	
Incubator			
▪ Companies in the incubator	46	158 jobs	
▪ Companies graduated	174	582	

Networks

- The European BIC Network, EBN
- National Business Incubation Association, NBIA
- Enterprise Europe Network
- Centres d'Entreprise et d'Innovation de Wallonie
- EEN (Enterprise Europe Network)

Ongoing Projects

- ERDF Convergence Programme
- CIP/EEN
- CTE-GOKME; Interreg IV

Entrepreneurship Award

- The "Esprit, es-tu là?" Award (business plan competition for students)

Recommendation to new BICs

Concentrating on the endogenous entrepreneurial fabric before aiming at internationalization

In the face of the financial crisis

Creativity and entrepreneurship spirit are and will be two of the keys. Not only in the context of business creation but also for the survival of existing companies.



Contact details

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9.1 I-Care Success Story



Company profile

- **Key words:** Asset optimization, Maintenance, Result Oriented, Productivity
- **Year founded:** September 2004
- **Founders:** Fabrice Brion is Mechanical Engineer and with Master in Innovation and Arnaud Stievenart, Master in Law, Master in Company Management and with an Executive Training Program. Both with three years of experience in consulting service companies
- **Company funded by:** founders
- **Target market:** manufacturing companies, especially pharma, extraction and power generation
- **Number of employees:** 16
- **Sales08:** 1.000.000 €
- **Hosted at:** Parc Scientifique Initialis since 2005
- **Other facts:**
 - Branch offices in Germany and France. Shareholders in I-care Italy
 - Member of the Cluster MITECH

The productivity Guardian

I-Care provides consulting services in the field of industrial asset optimization. Asset optimization aims at reducing maintenance costs while increasing revenues from production activities through higher machine availability. Asset optimization requires a double approach: improve machinery working conditions (proactive maintenance) and on the other hand diagnose the defaults in order to plan maintenance operations (predictive maintenance).



Thanks to o I-Care expertise in vibration analysis, oil analysis and thermography the company is are able to provide a complete reliability solution to their clients. I-Care also distributes and develops products related to asset optimization. Furthermore, I-Care provides training on asset optimization, and is recognized as the official trainer for Belgian Maintenance association, Cefochim and for Emerson France.

I-Care & La Maison de L'Entreprise

- **Founders contacted the BIC because...**
The founder knew about La Masion de L'Enterprise through a radio advertisement.
- **The most important service received...**
According to the company founder, the most important service was received at the beginning of the story.... He had a really good job, and even he thought his idea was good, he needed an external opinion. It was the great input received in LME during the first meetings which encouraged him to definitely quit his "safe" job and to become an entrepreneur.
- **Without the BIC ...**
NO company!

In the face of the financial crisis

I-care is in a good position in this financial crisis because thought its services **companies will be able to save money!** And *save and not lose*, is nowadays the priority for most of the companies.

On the other hand, at this moment there are more good engineers in the market due to the fact that some large-industries are cutting jobs. *"This is an excellent opportunity for hiring high quality professionals, which is what I-care needed for expanding its business to new European countries"*I-care founder said.



Awards

- Semi-finalist Grand Prix Wallon de l'Entreprise 2008
- Prix Mercure 2007

Contact details

I-Care

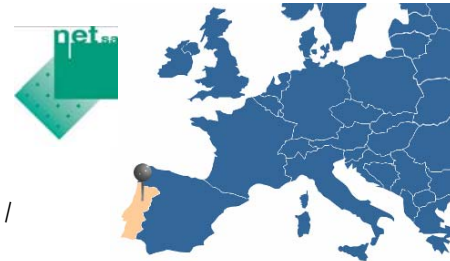
Rue René Descartes 2-36; 7000 Mons. Belgique

Tel: +32 65 55 41 32; Fax: +32 65 36 17 46

Email: info@icareweb.com; Web Site: www.icareweb.com

10. N.E.T. - Novas Empresas e Tecnologias, S.A. - BIC do Porto

Country: Portugal
Region: North of Portugal
GDP (2007): 162 919, 3 million Euros
Companies in the region (2007): 167040
New companies per year: 15, 23% birth rate (North of Portugal) /
280496 New companies in Portugal
Region population: 1.637.621
Unemployment Rate (2007): 9, 4% (North of Portugal) vs. 7, 8% (Portugal)



NET - BIC Porto was founded in October 1987 by a group of entrepreneurs and regional authorities, and has the mission to help the **creation of innovative business and technological enterprises**, with great potential growth and low failure ratio, promoting the launch of small enterprises and supporting the modernization of existing SME, in the North Region of Portugal.

As a entity totally created to the implementation of innovative businesses, having a large experience and know-how, specially developed to the evaluation of the innovation field, NET – BIC Porto offers a **transversal range of services** to the new entrepreneurs, that pretend built their news businesses or modernizing their companies (in areas such as marketing, innovation, finance, technological transference, business angels, venture capital, cooperation and internationalization process, incubation of added value; housing, training of innovative entrepreneurs, development of innovative projects in existing SME to public /private entities, etc.)



N.E.T. - Novas Empresas e Tecnologias, S.A. - BIC do Porto profile

Founded year: 1987
BIC since: 1989
Legal status: Company
Funded by: Income from services, incubation and projects.
Stakeholders: Private (38, 96%) and public (61.04%) organizations
Target Market: Entrepreneurs with an innovative idea or a new technology-based idea
BIC catchment area: North of Portugal
HHRR: 5 team members
Incubation space: 1025 m²
Located in: Oporto Technology Park

Value added Service: Council of Risk



The majority of start-up businesses do not have all of the necessary resources and/or critical factors needed for business success: they have to struggle with a number of critical problems during their early stage of their business development. **Many of these problems are compounded by insufficient initial capital and lack of access to financial sources**

Sheperd and Shanley, 1998⁷; Van Auken, 1999⁸

Starting entrepreneurs often appeal to an external financier in order to get the money that they need for their companies, but to get money is not always easy. When you're a startup, chances of getting a bank loan are actually pretty slim... That's because banks are required by law to support loans with assets--called collateral. This legal requirement helps protect the banks' depositors against risk, but since most startups don't have the kind of collateral needed to support a business loan, most loans are made to existing business owners...

NET tries to solve this problem by providing entrepreneurs with **initial capital** through the **Council of Risk** program: This program is based on the principle that **the remuneration of NET, depends on the success of the new company**. This remuneration consists of:

1. A variable component linked to the sales and /or public financial support during the three first years.
2. And other fixed component which is symbolic and look for entrepreneurs commitment

Useful tools & Programs

NET offers a toolkit to support entrepreneurs:

- The Dictionary of Innovation with 450 terms of innovation and their meanings;
- The "Business Datasheets", where the potential entrepreneur finds large information about setting up a company, registration of trademarks and patents, taxes, etc.;
- The Ideas Consulting Room (Clinic of Ideas), where anyone can clarify doubts about ideas of business, for new creation companies in order to improve the entrepreneurship and the creation of academic Spin-Offs;
- Entrepreneurship and Entrepreneurs Club – Web point meeting for all the companies supported by the NET, to promote the cooperation and experiences and best practices exchange.

⁷ Sheperd, D.A. and Shanley, M. (1998), *New Venture Strategy: Timing, Environmental Uncertainty, and Performance*, Sage Publications, Thousand Oaks, CA.

⁸ Van Auken, H.E. (1999), "Obstacles to business launch", *Journal of Developmental Entrepreneurship*, Vol. 2, pp. 175-87.

N.E.T. - Novas Empresas e Tecnologias, S.A. - BIC do Porto Business in brief

Results in 2007

Entrepreneurs assisted		
▪ 2007	55	
▪ since the start of the BIC	1153	
Companies created with BIC support		Jobs created
▪ 2007	3	8
▪ since the start of the BIC	108	
Incubator		
▪ Companies in the incubator	16	85
▪ Companies graduated	65	

Networks

- The European BIC Network (EBN)

Ongoing Projects

- PROYECTO ER-INNOVA. – “Programa Cooperación Transfronteriza – España – Portugal”
- BIOTECMAR – “BIOTEchnological exploitation of MARine products and by-products” - Atlantic Area Programme”

In the face of the financial crisis

The current financial economic crisis is an opportunity to propose something different, for example strengthen the enterprises support with new services, and to support the new enterprises creation with innovative business models

Recommendation to new BICs

- Disseminate strongly the entrepreneurship and innovation concepts in the region
- Support innovative projects
- Establish a strong relationship with schools and universities

Contact details

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 Rua de Salazares, 842
 PORTUGAL-4149-002 Porto
 TEL: 351-22/532.20.00; FAX: 351-22/617.76.62
 E-Mail: net@net-sa.pt; Web site: www.net-sa.pt

10.1 AMPLITUDE NET Success Story

Country: Portugal
BIC: BIC do Porto



Company profile

- **Key words:** E-business, Corporate TV, Digital Signage, Personalization
- **Year founded:** 2002
- **Founders:** Amplitude Net is supported by different business-promoters as well as by a team of inter and multidisciplinary collaborators with recognized qualifications in the market
- **Company funded by:** founders money
- **Target market:** companies
- **Number of employees:** 17
- **Sales07:** 990.000 €
- **Hosted at:** BIC do Porto since 2002
- **Other facts:**
 - Member of Cebit Community and ADI Innovation
 - Participating in the European projects: QREN and SIFID

Amplitude Net was created in November 2002 by a multidisciplinary team with experience in the market of the New Information Technologies. The company focuses on the implementation and management of custom-made solutions for institutions and companies from any sector of activity who wish to exploit an integrated Business communication using the current physical systems.

With this purpose, Amplitude Net introduces to the market a comprehensive and flexible range of Products and Services supported by a policy of meeting the market's needs and of a constant preoccupation for innovation.

The application of the knowledge acquired –which is the base of the relationships with a vast group of Partners, as well as the specialized human resources- guarantee the quality of the Services and Products. Amplitude Net's Head Offices are located in the NET building in Oporto Portugal and it actually counts with strategic Partners geographically distributed all around.

Amplitude Net & BIC do Porto

- **Founders contacted the BIC because...**
They were looking for someone, who could help them to evaluate their business idea and to turn it into a viable business and they found in BIC do Porto a whole team of experts ready for giving them all the support that they needed.
- **The most important service received...**
Business tips to start up the company!
- **Without the BIC ...**
Amplitude Net would take more time to implement the products/services in de Market



In the face of the financial crisis

The company sees the financial crisis as an opportunity to consolidate their most valuable clients and help them to enter into international markets.

Contact details

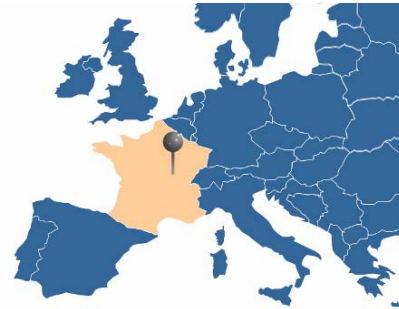
Net – Rua de Salazares, 842; 4149-002 Porto. Portugal

Telef: 22 532 2000; Fax: 22 617 7662

E-mail: contacto@amplitudenet.pt; Web Site: www.amplitudenet.pt

11. PREMICE - Pôle de Ressources et de Management de l'Innovation et de la création d'entreprises

Country: France
 Region: Bourgogne
 Region GDP (2007): 200.000 millions €
 Companies in the region (2007): 73.600
 New companies per year (2007): 4.000
 Region Population (2007): 1.665.030
 Region Unemployment Rate (2007): 8,4 %



During the last decades, institutions of higher education all over the world have experienced a transformation by broadening their traditional mission of teaching, research, and public service to include a **more active participation in their region's economic development**.

This is the case of the University of Bourgogne, which in 1999 decided to create with 7 other key regional stakeholders, PREMICE: "Pôle de Ressources et de Management de l'Innovation et de la création d'entreprises".

PREMICE mission is to promote, encourage and develop **high innovative and technology firms companies based on university or R&D centres discoveries**. For that reason, the centre works intensively with universities and research centres in the region, in order to identify new ideas that have commercial potential and help to bring them to the market. Moreover, PREMICE has extend its services to **SMEs in the region which are involved in innovative activities**.



PREMICE profile

Founded year: 2000
 BIC since: 2007
 Legal status: Non-for-profit Association
 Funded by: French Research Ministry, Regional agencies and economic entities and the University of Bourgogne
 Stakeholders: University of Bourgogne + 7 organizations
 Target Market: Entrepreneurs
 BIC catchment area: Bourgogne
 HHRR: 5 team members
 Incubation space: 200 m² (Office Space + Labs + Access to research equipment)
 Located in: Research Park

Value added Service: Financial “tour de table”



Since capital is necessary at various stage of the business development process, business incubators offer or assist their clients to obtain capital by acting as a broker to **facilitate the interaction between the clients and the potential investors**

Temali and Campbell, 1984⁹

PREMICE provides support and services to new knowledge-based ventures, and thank to its solid relationship with the University the Bourgogne offer a series of university-related services, such as access to **laboratories and equipment**, as well as to **scientific and technological knowledge** or to **networks of key relations**.

PREMICE proposes to entrepreneurs an integrated range of services from scientific and economic evaluations of innovative projects and the entrepreneurs behind them, validation of business model and business plan and strategic advices and assistance in implementing development business projects. When entrepreneurs are ready, they will have the opportunity to present their business model in the monthly financial “tour de table”.



In order to facilitate the access to the financial regional and national chain, PREMICE set up every month a **financial “tour de table”** “gathering all local, regional and national financial organisations. This committee studies and evaluates the projects. Since the creation of this financial “tour de table”, 43 projects have got money.

Furthermore, PREMICE has contributed to the creation of the **START EST Network**. This network, made up of five regions of the East of France, is a forum where, every year, entrepreneurs can present their project to financial organisations and business angels.

In this event entrepreneurs are invited to present in few minutes their project and development strategy to business angels, capital risks and capital development investors.

Useful tools & Programs

PREMICE provides to entrepreneurs a specific training program adapted to each entrepreneur. This program is called **“Training-action”** and has been certified by the highest business school “HEC” (Hautes Etudes Commerciales) in Paris. Thank to this training program, in every session 6-7 entrepreneurs are helping to analyse every aspect related to their projects, from finance, to the marketing aspects or their internationalisation possibilities.

⁹ Temali and Campbell, 1984, Business Incubator Profiles: A National Survey, Minneapolis: University of Minnesota, Hubert H. Humphrey Institute of Public Affairs

PREMICE in brief

Results in 2007

Entrepreneurs assisted		
▪ 2007		15
▪ since the start of the BIC		25
Companies created with BIC support		Jobs created
▪ 2007	17	112
▪ since the start of the BIC	44	155
Incubator		
▪ Companies in the incubator	11	44
▪ Companies graduated	75	

Networks

- The European BIC Network, EBN
- French National Innovation Network, RETIS
- START EST Network

Next Projects

- Premice is involved in the development of a new project: a Centre of Molecular Diagnostic for Lifes Sciences. The centre objective is the coordination and establishment of a European Centre of Molecular Diagnostics for Life Sciences based on multidisciplinary approach going from Chemistry, Physics and Biology to engineering with applications in Biomedical, Environmental and Food Sciences.

Entrepreneurship Award

- TALENT PLUS

In the face of the financial crisis

Fortunately, PREMICE companies have not yet been touched by the economic crisis but in order to be ready, the centre is encouraging them to re-examine their business model and to settle more firmly their accounts.

Recommendation to new BICs

- Willingness to support the creation and development of innovative companies
- Develop synergies between industry and research. Communicate them their key role in the innovation process

Contact details

PREMICE

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TEL: 33-3/80.77.29.75; FAX: 33-3/80.77.29.78 ;

E-Mail: secretariat@premise-bourgogne.com; Web site: www.premice-bourgogne.fr

11.1 NEXIDIA Success Story

Country: France
BIC: PREMICE

Company profile



- **Key words:** Microbiology, Probiotics, Viability, Stabilisers
- **Year founded:** 2007
- **Founders:** **Jean Guzzo**, PhD. Professor at the University of Dijon. More than 15-years experience within the industry through his academic collaborations in the food industry and the waste treatments and **Patrice Arbault**, PhD. Founder and Consultant at BioAdvantage Consulting. More than 15-years experience within the diagnostic and food industries
- **Company funded by:** founders, bank loan, grants (R&D projects), award
- **Target market:** Food Industry, Agro-Environment (waste treatment), Pharmaceutical
- **Number of employees:** 6
- **Sales07:** 253 k€
- **Hosted at::** PREMICE since 2007
- **Other facts:**
 - Member of the Cluster VITAGORA (Taste, Nutrition, Health)

R&D services in Microbiology

NEXIDIA has developed laboratory technologies combining molecular biology, flow cytometry, cellular physiology for the rapid evaluation of the status of starter cultures. By combining the various data collected from the different technologies, NEXIDIA has been able to qualify the starter culture before the industrial applications, to optimise the production processes, to select new starter cultures, to develop pre-adaptation protocols before the industrial applications.

Furthermore, NEXIDIA has also characterised proteins which may play a role in stabilising proteins and/or products of industrial interest. A first patent was submitted in November 2008 for dairy applications. Further studies are now on-going for new applications in various fields (food and pharmaceutical).

Nexidia & Premice

- **We contact the BIC because...**
 Jean Guzzo and Patrice Arbault contacted PREMICE in 2005 as their project for creating NEXIDIA was becoming concrete. They consulted PREMICE to review (i) the available supports for their project, (ii) the local offers for the implantation of their activities, (iii) the available facilities.
 According to Nexidia founders: *"PREMICE has played the role of a **catalyser** for our project: we got **strong support** (not only words but also operational actions) to move ahead from our concrete business plan to operational activities"*.
- **The most important service received...**
 The network and all the support (financial help) to buzz around the project, offer them the rhythm to set up the company.
- **Without the BIC ...**
 Delays in the various creation steps, difficulties to find facilities, limitations to get the project introduced to various Parties (Local institutions, local partners, communication). Even Nexidia team members clarified that *"If PREMICE would not have been there, we are not convinced that NEXIDIA would have set up its facilities in Dijon"*

In the face of the financial crisis

The company has been growing nicely for the last 6 months and the next 6 months look very promising. Nexidia is engaged in various innovative projects, either on their own or with their customers. Nexidia's managers claim that *"Facing economical crisis stimulate our innovative minds to **move forward** with the development of **forefront products** which may represent a basement for a **new take off of our business partners**. We are convinced that innovation will be an important key to stimulate new industrial development and fruitful business concept. The start-up companies have an important role to play in regards of their **flexibility and reactivity**".*

Meantime, the company expects to expand patent portfolio which will be a positive asset for contracting with industrial partners interested in licensing its technologies, and for raising money in order to pursue their development.

Company Awards

National competition for start-up companies offering innovative technologies, 2006

Contact details

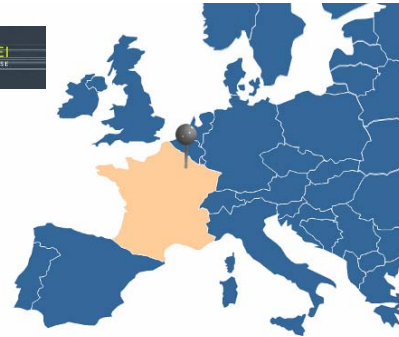
NEXIDIA

26 boulevard du docteur Petitjean – CP 87999 – 21079 DIJON Cedex

Cellphone: +33 6 32 90 66 77 – Office phone: +33 3 80 77 25 67 – Fax: +33 3 80 77 25 51

Email: Patrice.arbault@nexidia.fr ; Web Site: www.nexidia.fr (under construction)

12. Promotech



Country: France
 Region: Lorraine
 City: Nancy
 Lorraine GDP (2007): 44 billion Euros
 Companies in Nancy (2007): 23.600
 New companies per year (2007): 2.100
 Population City of Nancy (2007): 105.100 habitants
 Nancy Unemployment Rate (2007): 6,9 %

Promotech was founded in 1980 by two faculty members as a **spin-off from the Department of Innovation Management of the National Polytechnical Institute in Lorraine** with the objective to promote and transfer technology from the University towards Industry by creation of new companies or diversification of regional SME.



More than twenty five years later, Promotech has become a common initiative of the local government, the Chamber of Commerce and private companies. Promotech **offers services oriented towards entrepreneurs-to-be, research units and companies.**

Since 1988, the centre carries on its activity within the framework of the *Nancy Brabois Science Park*. The Park is home to 2,500 researchers, 100 laboratories, 17,000 university students and 200 companies. In total, nearly 300 establishments employ just over 15,000 people there. Therefore it can be said that Promotech is located where things happen in Nancy.

Promotech profile

Founded year: 1980
 BIC since: 1985
 Legal status: Non-for-profit Association
 Funded by: University and local authorities
 Stakeholders: Local government, Chamber of Commerce and private companies
 Target Market: Mainly students and young graduated
 BIC catchment area: Nancy
 HHRR: 7 Team members
 Incubation space: 2000m² (Office space + Workshops)
 Located in: Nancy Brabois Science Park

Promotech Value Added Services: A large and multidisciplinary NETWORK built during more than 25 years working in the field



Network relationship building is considered the most important value-added component of the incubation process.

Networks play a central role in the business incubation process; indeed the literature suggests that the development of such networks enhances the probability of survival over time because in the early stages of new firm creation, these networks represent an important resource for the entrepreneurial firm and access to them can help the small entrepreneurial firm to overcome the liabilities associated with newness and smallness.

Lichtenstein, 1992¹⁰; Lendner and Dowling, 2007¹¹, McAdam and McAdam, 2006¹²

Promotech has developed during more than 25 years working in the field a large and multidisciplinary network which can be access in any moment and may help entrepreneurs to turn their ideas into viable and successful businesses. Furthermore Promotech has a huge experience in the field, which is recognise in and outside the region.

Promotech Networks:

- European level
 - The European BIC Network (EBN)
 - The European Space Incubator Network (ESINET)
- French National Innovation Network, RETIS
- Members of ARDAN
- Regional level:
 - Réseau Lorrain des Pépinières d'Entreprises (RLPE)
 - RDT Lorraine Technologie
 - 3i Lorraine
- Local level: Créalliance
- Réseau services +: business incubator network in France that allows incubatees meet potential clients and providers in meeting rooms located in France
- Business incubator network that allows incubatees meet potential clients and providers in meeting rooms located in Luxemburg and Kaiserslautern
- Also, Promotech manages a wide network of service providers that after more than two decades has become part of the Promotech family

¹⁰ The Significance of Relationships in Entrepreneurship: A Case Study of the Ecology of Enterprise in Two Business Incubators Lichtenstein, G.A. 1992, Unpublished Dissertation, Philadelphia: University of Pennsylvania.

¹¹ The organisational structure of university business incubators and their impact on the success of start-ups: an international study Christian Lendner, Michael Dowling. International Journal of Entrepreneurship and Innovation Management. Milton Keynes: 2007. Vol. 7, Iss. 6; p. 541

¹² Business Processes and Networks in Univerisity Incubators: A review and Research Agendas, McAdam and McAdam, Technology Analysis & Strategic Management 2006. Vo.I 18, No. 5, 451-472, December 2006

Useful Tools & Programs

- **AptitudeS.** With this tool is analyzed the human potentiality of the entrepreneurs (*behaviour analyse*).
- www.pointrelais.fr Website target to students and faculty interested in the entrepreneurship field: Students thinking about to star up a company can find in the website tools and useful recommendations. On the other hand faculty can access material which can be used in their entrepreneurship classes. Moreover frequently experts give advices and suggestions to students and faculty.
- Applying **Living-labs methodology** in the centre: bringing different stakeholders together in a co-creative way. This methodology is an open innovation approach in which consumers become the focus point for the entrepreneurs. Promotech proposes “panels” (groups of consumers) involved in the process of definition, validation and follow of a new start up company.

Promotech in brief

Results in 2007

Entrepreneurs assisted

- 2007 176
- since the start of the BIC 2 500

Companies created with BIC support

- 2007 38
- since the start of the BIC 460

Jobs created

- 80
- 1 200

Incubator

- Companies in the incubator 34 110
- Companies graduated 164 250

Awards

- Concours Entreprendre (*since 1992; 164 start ups created by young graduates*)

Recommendation to new BICs

Before defining your own services, analyze carefully what other organisations are doing in your region, and try to offer something different.

In the face of the financial crisis

An opportunity for being an entrepreneur in the new innovative sectors such as energy, environment, service to people, information technology, etc.

Contact details

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E-Mail: contact@promotech.fr; Web site: www.promotech.fr



12.1 Conitiv Synchron Success Story

Country: France
BIC: Promotech

Company profile

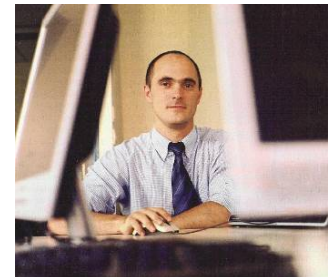


- **Key words:** Memorize, Foreign Language, Software, Vocabulary
- **Year founded:** 2004
- **Founders:** Xavier Lefebvre, a former French military
- **Company funded by:** family and friends, loan, grant, seed-funds, business angels and venture capitals. Now preparing a new round with Venture Capitals
- **Target market:** Students, teachers, academies, etc. and anyone learning a language
- **Number of employees:** 5
- **Sales08:** 80.000 €
- **Hosted at:** Promotech since January 2006 to March 2008. The company continue to be in contact with Promotech, and try to participate in the activities organized by the centre

Learning a foreign language with an accelerated memorization software

“Without grammar very little can be conveyed, without vocabulary NOTHING can be conveyed”.
David WILKINS, Linguist

Xavier Lefebvre wanted to improve his English but mastering a foreign language implies to know the grammatical and syntactic bases, know the pronunciation to be able to express yourself orally, and master **enough vocabulary and expressions** to express easily and accurately.



Vocabulary was Xabier’s problem... He tried to find a tool in the market that could help him to memorize more words, but he realized that there were tools for improving English grammar but anything for memorizing vocabulary, so he decided to create his own tool.

He founded Conitiv Synchron in 2004. Based on cognitive science he developed an accelerated **memorization software** thanks to which **learning a foreign language** becomes **fast, easy and agreeable** with incomparable long term memory retention.

Conitiv Synchron & Promotech

- **Founders contacted the BIC because...**
After two years at Lorraine incubator the company moved to Promotech. The centre gave Xavier the opportunity to focus on his business and not to be worried about paying electricity and other bills. Furthermore, Promotech offered Xavier the opportunity of being in a **network**.
- **The most important service received...**
Access to capital: Promotech played a critical role in this issue. According to Xavier *“It is very difficult to access money when you are a new company and have an innovative product; Promotech helped me to get in the regional business network and to access money, this*



is the first piece of a domino. If this first piece doesn't fall, none of the rest will fall"

- **Without the BIC...**
It would have been certainly harder to finalize the project!

In the face of the financial crisis

Internationalisation is the key!

Company Awards

- National Winner in 2005 of the French Ministry of Research for innovative technologies Competition
- Winner in 2003-2004-2005 of the « Entreprendre » Competition
- Winner in 2005 of the « Talent » Competition
- Winner in 2004 of the « 1.2.3.Go » International Competition
- Winner & First prize in 2003 of the IDIL Competition



Contact details

Conitiv Synchron
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TEL. : +33 (0)3 83 61 44 74
Email : contact@lexminder.com; Web Site : www.lexminder.com

13. SINES TECNOPOLO

Country: Portugal
 Region: Alentejo
 Alentejo GDP (year): 17.064 billion (Euros)
 Companies in the region (2007): 65.600
 New companies per year (2007):
 Region population (2007): 764.300
 Region Unemployment Rate (2007): 7.8%



BIC Sines Tecnopolo, the Associação de Incubação de Empresas de Base Tecnológica Vasco de Gama, was founded in 2007 by the regional government and key local stakeholders with the main purpose to attract new innovative talent to the region as well as retaining their own.

The regions of Alentejo and Algarve located in the south of Portugal is between 50-75% GDP per head of the EU25, clearly showing a slow rate of convergence. In terms of human capital, the level of qualification is low (population with higher education is 5% when the national average is on 12% and the EU average is on 22%). These are two major indicators that confirm the need to have the deployment of an infrastructure such as Sines Tecnopolo: **a convergence of academics to foster training and requalification according new trends of industrialization among an offer of promotion of services towards SME's needs.**

In this sense, the mission of Sines Tecnopolo seems well defined: to create wealth to and employment by providing facilities for the establishment of knowledge based companies and interaction with regional companies. Due to the sinergies among Sines Tecnopolo associates – local authority and the universities – the centre can offer high expression of knowledge to people and industry.



Sines Tecnopolo profile

Founded year: 2007

BIC since: 2008

Legal status: Non-for-profit Association

Funded by: Public sector 60 % and private sector 5% + incubator, technical assistance and other services 35 %

Stakeholders: Câmara Municipal de Sines, Instituto Politécnico de Beja, Instituto Politécnico de Setúbal, Universidade do Algarve, Universidade de Évora, Associação Empresarial de Sines, Inovergo Desenvolvimento Laboral and Leadership, Business Consulting

Target Market: Entrepreneurs involved in technology based companies in the **sea and energy fields**

BIC catchment area: Alentejo and Algarve

HHRR: 6 team members

Incubation space: 1510 m² (Office + Labs)
Located in: the City of Sines Industrial Park

Value added Service: Specialization as strategy for business incubators



The empirical work reveals that sector-specialized business incubator (SBI) include several mechanisms that add value to the tenant companies, specifically regarding the specialized equipment and **the sector-specific consulting services and knowledge provision**. These seem to be exceptional advantages for both the incubator management (rationalization, cost reduction) and the tenant companies (quality and efficiency of advice, tailored premises) resulting from the SBI.

Schwartz and Hornych, 2008¹³

BIC Sines Tecnopolo decided to focus on two specific sectors: **sea and energy fields**, and target its services to entrepreneurs involved in technology based companies in these areas. Doing it, the management team has been able to concentrate all efforts on the needs of sea and energy sectors, and develop the necessary sector-specific knowledge and expertise to provide exactly the support that is essential in these fields.

On the other hand, these sectors specialization may lead to a high trans-regional visibility of the BIC and the city, influencing the location choice of firms, even from other regions and attracting large companies already acting in the sector.



Useful tools & Programs

Sines Tecnopolo has signed agreement with different organisation in the region with the objective to facilitate the tenant companies contact and services at very competitive prices.

MOU (Memorandum of Understanding) with:

- Credit Agricole
- Inovergo
- Leadership Business Consulting

¹³ Schwartz M., Hornych C. Specialization as strategy for business incubators: An assessment of the Central German Multimedia Center. Technovation 28 (2008) 436–449



Those parties have agreed to render services and support on the commercial bank, training matters and administrative and production process and procedures.

Sines Tecnopolo in brief

Results in 2007

Entrepreneurs assisted		
▪ 2007	6	
▪ since the start of the BIC	6	
Companies created with BIC support		JOBS CREATED
▪ 2007	3	8
▪ since the start of the BIC	3	
Incubator		
▪ Companies in the incubator	3	8
▪ Companies graduated	0	

Networks

- The European BIC Network (EBN)
- Technology Innovation International (TII)

Next Projects

The centre is participating in the 'chemical and petrochemical cluster', with two distinguished positions: i) as board member and ii) delivering special sectorial studies. As a consequence of this activity an entrepreneurship program, specific in this field, will be deployed in the near future.

In the face of the financial crisis

In relation to the financial crisis Sines Tecnopolo team members think that even though the BIC doesn't have a specific way to conduct current activities in the face of the so called 'crisis', the centre strongly believes that instead concern themselves or tenants companies with financing issues, what is needed is to leverage scale and dimension, gaining such with alliances and partnerships.

Recommendation to new BICs

Come and talk to us:

- Lets share the opportunities and,
- Reinforce the existence of two BICs at the region;
- Lets discuss the sharing services, marketing, people and industry needs;
- How can a (new) BIC re-dimension and foster the quality of life at the region

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13.1 Javali Success Story

Country: Portugal
BIC: SINES TECNOPOLO

Company profile



- **Key words:** Open source solutions, software development, system/network management
- **Year founded:** 2002
- **Founders:** Mário Martins, more than 10 year of system and software development with open source solutions and network administration experience, João Martins more than 12 years developing solutions with comercial/open source software, Samuel Neves more than 10 year of system and software development experience, Hugo Monteiro more than 12 year of system administration with open source solutions
- **Company funded by:** founders
- **Target market:** SMEs, Public Sector, Universities
- **Number of employees:** 8
- **Sales08:** 300.000€

Open Source solutions

Javali develops innovative solutions in the field of ICT. Its main activities include the development of health care services, energetic certification entities and parking systems.

Javali's experience and know-how, is the result of strategic partnerships with the world's biggest Open Source enterprise applications' platforms and its investment in quality processes certified by internationally recognized entities.

The company is in partnership with some of the best world wide open source enterprise applications/platforms and solutions like:

- SugarCRM, Customer Relationship Management;
- Alfresco, Document/Content management system;
- Pentaho Open BI Suite, Business Intelligence system;
- OpenBravo, Enterprise Resource Planing software;
- dotProject, Project management tool;
- Magento eCommerce, e-commerce tool;
- Drupal, web content management;
- Liferay Portal, Enterprise Portal;
- MySQL, Relational Database Management System;
- Ubuntu, Desktop/Server Operating system, Redhat, Server Operating system;
- Vmware, Server virtualization systems.

Javali aims to be a national and international reference in terms of Open Source solutions.

Javali & Sines Tecnopolo

- **Founders contacted the BIC because...**
The strategic location of BIC, its facilities and initiatives
- **The most important service received...**
Opportunity to implement some solutions...
- **Without the BIC...**
We would add difficulties to find facilities, limitations to get introduced to various local institutions and local partners

In the face of the financial crisis

Companies have less spending money but still need enterprise class solutions, with less license requirements, less initial cost and this is typical opensource software.

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14. Technoport at the Henri Tudor Research Centre

Country: Luxemburg
 Luxemburg GDP (2007): 36 Billion €
 Companies in the country (2007): 28800
 New companies per year (2007): +/- 3100
 Country population (2007): 483.800 habitants
 Luxemburg Unemployment Rate (2007): 5.5%



Henri Tudor Research Centre was created in 1987 with the main mission of strengthening the economical and social innovation network of the Grand-duchy of Luxembourg with a European open-minded way of thinking. *"From research to innovation"* is the leitmotiv that the Centre has kept in mind at each stage of its development.

The centre is carrying out a large scale of services and activities from applied and experimental research, doctoral research, development of tools, methods, labels, certifications and standards, technological assistance, consulting and watch services, knowledge and competences transfer, training and high-level qualification as well as **incubation of high-tech companies**.

The centre is divided into 8 departments; one of them is the **TECHNOPORT**, a technology-oriented business incubator created in 1998 with the objective of supporting and promoting the creation and the development of **technological and innovative companies in Luxembourg**.



Technoport is an initiative of the Henri Tudor Researcher Centre, supported by the Ministry of Culture, Higher Education and Research, the Ministry of the Economy and the European Regional Development Fund.

Henri Tudor Research Centre profile

Founded year: 1987

BIC since: 1998

Legal status: Public body, but governed like a private company (personal, finance, contracts)

Target Market: SMEs and entrepreneurs

BIC catchment area: Luxemburg

HHRR: 335 employees; 14% of them with a PhD and 69% with a Master

Technological and scientific expertise: ICT, Environmental Technologies, Industrial technologies and materials and clinical engineering

Projects in 2007: 147 out of which 53 in European programmes

Budget in 2008: 31 M Euro

Technoport at Henri Tudor Research Centre



Founded year: 1998
Legal status: Henri Tudor Research Centre's Department
Funded by: Henri Tudor Research Centre with the support of the government, ERDF and ARBED
Target Market: Entrepreneurs involved in new innovative and technology based companies
BIC catchment area: Luxemburg
HHRR: 3 multidisciplinary team members
Incubation space: 1000m² (Office space)

Technoport Value added Services: The opportunity to have next door a community of researchers

Technoport offers typical incubation services, namely physical resources, business assistance related services and access to networks, and also a series of research centre related benefits, such as access to scientific and technological knowledge as well as laboratories and equipment in specific cases.



University business incubators seem to provide a nurturing environment for the development of technology based firms through a combination of much needed university-related inputs and other typical incubator services

Mian, 1996¹⁴

Value-Added Contributions of University Incubator Services	
Faculty consultants	Allen and Levine (1986), Smilor et al. (1988), Udell (1990)
University image	Smilor (1987), Scheirer et al. (1985)
Library services	Smilor (1987), Allen and Levine (1986)
Labs and workshops	Brown (1985), Smilor (1977), Doutriaux (1987)
Related R & D activity	Allen and Levine (1986), Smilor et al. (1988) Doutriaux (1987)
Technology transfer programs	Allen and Levine (1986), Smilor (1987), Hisrich and Smilor (1988)
Employee education and training	Abetti and Stuart (1985) Allen and Levine (1986), Hisrich and Smilor (1988), Udell (1990)
Sports and social activity	Allen and Levine (1986), Smilor (1987)

Summary of the literature on value-added contributions of university incubator services, Mian (1996)

Technoport is not located in a university, but in a **research centre, which offers all value-added contributions of university incubator services, cited by Mian (1996)**. In fact, incubatees in Technoport have access to a wide and huge **reservoir of technical in-house competencies** and the possibility of being involved in R&D projects from the very beginning (+350 researchers, +130 research projects),

Furthermore, start up and early-stage business can access labs and workshops and benefit from the industrial and research related networks established by the Henri Tudor Research Centre at regional, national and European levels.

¹⁴ Assessing Value Added Contributions of University Technology Business Incubators to Tenant Firms. Mian, S.A., 1996 Research Policy 25, 325-335

Useful Tools & Programs

Capitalizing the great opportunity of being part of a research centre, and having next door more than 350 researchers, is possible through a well designed coaching programme:

Technoport's selection process is based on three main elements: the innovative and technological aspect of the project, the economic viability and the potential synergies with other companies of the network and/or research laboratories. Entrepreneurs who want to be hosted within the incubator have to go through a clear process that has been adapted to their specific development stages. Technoport thus offers two main programs: the Pre-commercial one and the Start-up program. The link with research activities is often achieved in the first one.

The Pre-Commercial Program is perfect for an individual or a team focused on completing a business plan, feasibility study, research project or proof of concept. It takes place at the very beginning of a business idea and the main objective is to help the candidate to evaluate the opportunities and risks of his future venture.

The program equips an individual or team with a professional office environment and IT-infrastructure and grants him access to the incubator networks and management team. This program is completely free of charge for the candidate and covers a period of maximum 4 months. The application process at this stage is very quick. The benefits for the future entrepreneur are quite obvious: reactivity through a rapid selection process, a personalized coaching and a professional work environment in proximity of already running start-up companies. Every new project has an identified account manager within the incubator team who is in charge of supporting and supervising the evolution of the project during these 4 months.

This period is also used to foster research links and activities with the research units of the research centre Henri Tudor or other research centres. This is facilitated by the fact that in the supervision team of each project the incubator includes an internal or external scientific expert to evaluate the technological part of the business. This has been extremely efficient to set-up collaborative research activities and projects over the past years. A long-term benefit is that these projects are often not one-shot projects but allow to build long-standing relationships between the private sector and the research units.

Another important positive externality of this program became visible over the time and through a learning-by-doing approach. The initial design of it was meant to deliver a quick and effective service to the candidates. It was mainly a client-oriented response of the incubator to identified needs faced on a day-to-day basis. But over the years it became also an important tool for the incubator to increase the quality of selected start-ups. It also allowed to detect some critical IPR issues in applications that could be turned down and thus keep a high credibility towards the initiative. This "brand management" and "selection" tool became more and more important for the incubator as the number of formally accepted companies within the incubator increased. The learning-by-doing approach was crucial to keep a certain flexibility and reactivity in adapting it over the years.

Technoport in brief

Results in 2007

Entrepreneurs assisted		
▪ 2007	55	
▪ since the start of the BIC		
Companies created with BIC support		
▪ 2007	4	Jobs created 26
▪ since the start of the BIC	56	
Incubator		
▪ Companies in the incubator	13	62
▪ Companies graduated	12	260

In 2007 three of Technoport success stories (companies graduated) were acquired by external companies:

- The US-based company Patchlink announces the acquisition of SecureWave SA
- The German industrial company Weing Group announces the acquisition of LuxScan Technologies SA
- New Media Lux, a new actor in the national media context announces the acquisition of Neonline SARL

Networks

- The European BIC Network (EBN)
- The European Space Incubator Network (ESINET)
- The International Association of Science Parks (IASP)
- Achieve More Network
- + Industrial and research related networks established by the Henri Tudor Research Centre at regional, national and European levels

Ongoing projects

- Detect-it2: Technoport achieved all major key performance indicators and was picked-up to present as a 'best practice' during a conference in Brussels
- Navobs+ in collaboration with the ICT department of CRP Henri Tudor (www.tudor.citi.lu)

In the face of the financial crisis

Luxembourg is of course also facing the consequences of the financial crisis as all other countries. There are two main dimensions to distinguish for the daily business development of the Incubator.



At the level of the companies it is evident that the 2008 results have been negatively impacted by the crisis mainly in terms of turnover during the 4th quarter of 2008. For 2009 it seems that some companies might not be heavily touched by this crisis but several will have to face a tough year as purchase orders are delayed or even cancelled. This is especially true for companies that are mainly export oriented with some nuances in terms of targeted sectors. Some other companies that planned to raise external investment will also have to face longer due diligence periods and tougher negotiations in terms of company valuations.

At the level of the incubator itself the crisis has for the moment no real negative impact as such. Financially speaking the activity is secured and the government clearly sees the value of such an institution to foster innovative technology-oriented companies in Luxembourg. In terms of new contacts 2008 has been one of the best years so far and the trends beginning of 2009 are showing good results too. 2009 might thus become an interesting year for new company creations.

Recommendation to new BICs

Here are some lessons that Technoport considers worth to be mentioned if a BIC plans to set-up a similar pre-incubation program:

- **Have a clear communication!** Candidates who are accepted within the program should not think that they will automatically be accepted as start-ups in the incubator afterwards. This decision is only taken at the end of the program based on the potential of the business case they will present;
- **Limit the timeframe!** It is important to limit such a program to a specific period (4 months in our case);
- **Define what has to be done, by who and when!** Define a clear process with objectives, timeframes and responsibilities so that everybody in the process knows what to expect;
- **Foster research synergies!** Include a technical expert in the follow-up team (in-house or external expert);
- **Take some risks!** Don't be too selective at that stage. The selection will naturally occur during the 4-month period. From our experience only 15% of the selected candidates make it to the next phase;
- **Be patient!** This natural selection will often be influenced by external factors so be patient and take out as much as you can from unsuccessful case studies;
- **Balance your efforts!** Incubators usually have limited resources. Make sure you adequately balance your efforts between pre-commercial projects and accepted start-ups.
- **Listen to the needs!** These candidates are your CLIENTS and potential sales channels for you. So listen to their needs and be creative by identifying new services that you could implement.

This is only a short and non-exhaustive list of lessons learned that are not context specific and could thus easily help new initiatives abroad.

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14.1 Codasystem Success Story

Country: Luxemburg
 BIC: Technoport (Henri Tudor Research Centre)



Company profile

- **Key words:** Digital Photos, Legal Evidence, Real Time, Authentication
- **Year founded:** 2005
- **Founders:** Loan, grant, venture capital (2006: €2 million of funds are raised from OTC Asset Management, 2008: €3 million of funds are raised from Seventure Partners)
- **Company funded by:** Frédéric Levaux
- **Target market:** Retail; construction; Real Estate; Marketing Audit; Security; Civil Services
- **Number of employees:** 20 (10 located in France, 10 located in Luxemburg)
- **Sales 08:** 1.2 Million €
- **Hosted at:** Technoport since 2005 and in Paris
- **Other facts:** First clients in the US, Africa and Asia in 2008

Digital photos with legal value

The "original photo" concept has lost its meaning; the negative in traditional photography has no equivalent in the digital format... *or it didn't!*

The advent of new technologies is making increasingly easy to handle information. Digital photography and the increasingly sophisticated equipment that is available is the most significant example of this. It is however becoming disconcertingly easy to take photos and then share, edit and copy them. 7 out of 10 digital pictures are taken by mobile phones (Mobileimaging report 07). The downside of this freedom is that people who create the original material no longer have any control over how it is used. How do you distinguish a copy from the original? How can you control access to information? Digital pictures have no legal value. Shoot&Proof™ a product created by Codasystem brings an answer to these questions.



Codasystem invented the "digital original" using the most advanced information system security and encryption technologies. The patent application is filed one year later, gets granted and is extended to cover countries outside France. Nowadays, **Codasystem**, a company with offices in Paris and at Technoport, offers to its clients **Shoot&Proof™**, a real time monitoring tool, using software that allows users to take digital photographs with a mobile telephone that have legal value (pictures are time-stamped, geo-referenced, indexed, archives, certified and easily shared) and that can be used as evidence of **WHO** did **WHAT**, **WHEN** and **WHERE**.

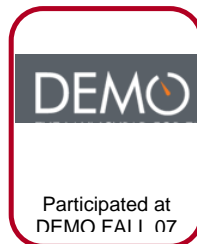
Codasystem & Technoport

- **Founders contacted the BIC because...**
 Wanted to launch their business in a professional business environment after having finalised their first 'prototype'. Where introduced to Technoport through a research unit of the Henri Tudor Research Centre.
- **The most important service received...**
 Professional work environment; coaching and quick involvement within CANTATA (Content Analysis & Networked Technologies for Advanced Testing of Adaptive applications) a EUREKA-ITEA project where the company could perform some R&D activities applying its technology on digital movies. This allowed them also to get some financial support from the Luxembourg government for R&D activities and get recognition for their expertise from big European industrial players.
- **Without the BIC ...**
 It is difficult to know... but probably everything could have been more difficult



Company Awards

The latest nomination of Codasystem has been its selection within the 15 "TOP INNOVATORS" within the category "Most Innovative Mobile Application in a Vertical Market" of the prestigious "GSMA Mobile Innovation Awards" 2009 organized by the GSM Association in February 2009. Other awards have been:



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Natalia Dévora Quintero
Brussels, 2nd March 2009