



Spin Off, Start Up and Early Stage Support



INTRODUCTION

Start up and young companies are considered quite risky for investors even if they intend to apply new and innovative ideas to the productive process. The risk mitigates and prevents investors to invest in those companies even if the investment can produce big profits. A further difficulty is related to valuation since such companies have no assets, no network and are not (fully) tested in the market.

Spin offs are companies which focus on applying innovative business plans and the commercialisation of knowledge. This knowledge is for example generated at research laboratories, production units or at scientific education. A variant of spin-off is the spin-out company that results when a company's department become independent in the form of a new company. They then take under their control a part of the infrastructure, copyrights, know-how, etc. Executives of spin-out are coming from the company of origin.

Considering the origin, spin-offs can be classified as business spin-off, university spin-off and spin-off from public research institutes. We may also distinguish between funded and unfunded spin off companies.

In terms of way of organization, a company in the early stage period could be at seed-stage or be a start-up.

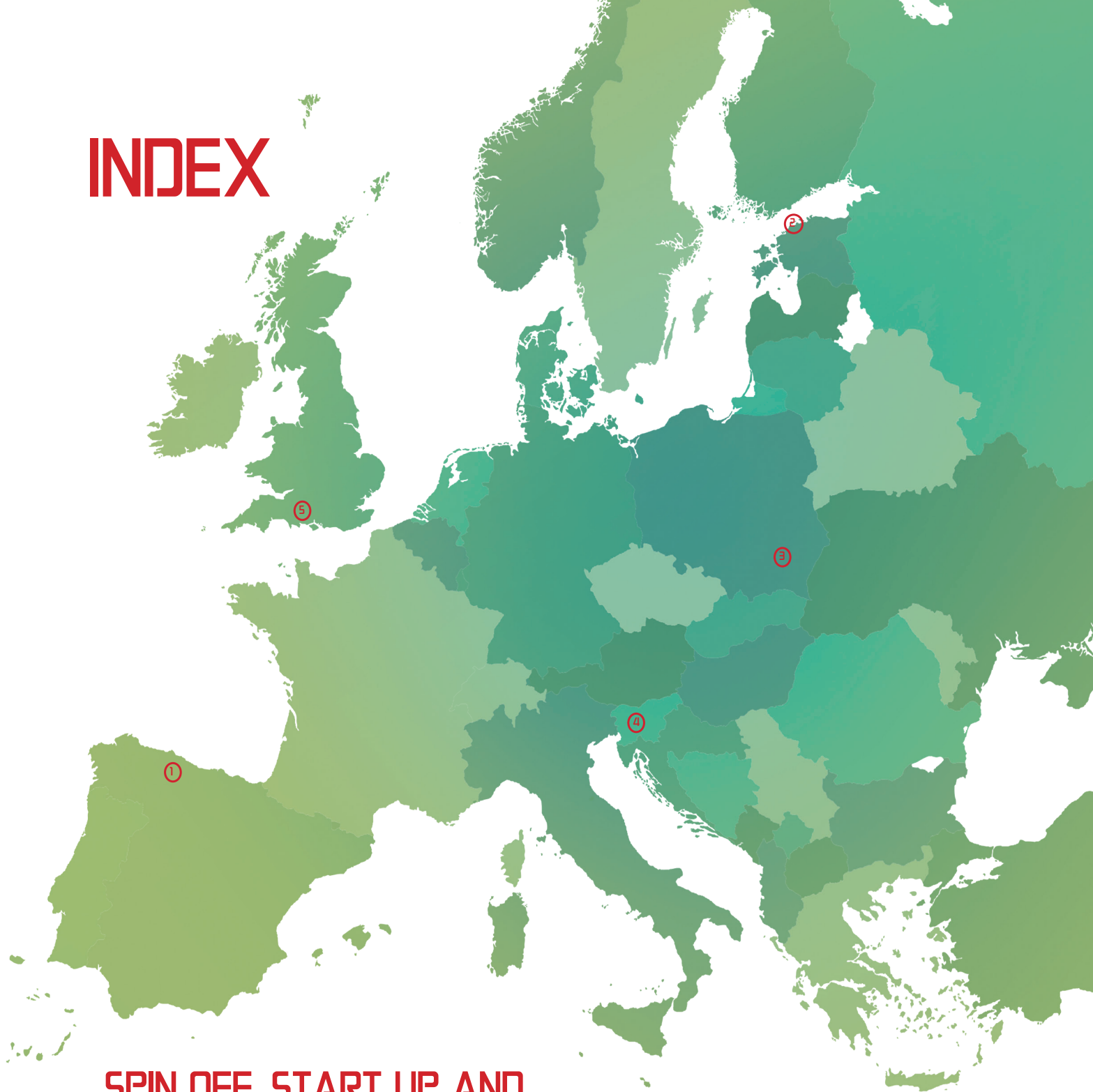
A seed-stage company has usually not yet established commercial operations. These early companies are typically quite difficult business opportunities to finance, often requiring capital for pre-startup R&D, product development and testing, or designing specialized equipment.

A start-up company generally has already assembled key management, prepared a business plan and made market studies. At this stage, the business is seeing its first revenues but has yet to show a profit. This is often where the enterprise brings in its first "outside" investors. Start-up financing provides funds to companies for product development and initial marketing.

Contrary to later stages that are less risky and attract more easily investors, the early stage companies receive less than 6% of private equity funds the period 2007-2013 according to European Venture Capital Association data.



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ACCESS TO EARLY STAGE FINANCE

1. SUMMARY OF GOOD PRACTICE

Overview and aims

Experienced in providing business planning support and assessing applications for the government Microcredit scheme the Access to Early Stage Finance scheme was set up by CEEI Asturias to help innovative businesses access private/public funding lines.

Using a specific methodology and a package of support aimed at facilitating access to financial resources needed for business projects the purpose of the scheme is to:

- Improve the financial planning and business modelling capabilities of entrepreneurs
- Facilitate i.e. help businesses identify and source the best financial options from amongst the wide range of private & public funding schemes available e.g. new technology based company (NTBF) subsidies, the Asturias Business Angels Network (ASBAN) funding, subordinated loans, micro credits and risk capital measures etc.
- Help public & private funding entities to understand and meet the needs of business

With extensive knowledge and experience of both entrepreneurs and business finance, CEEI Financia act as an independent bridge between the two, specialising in helping businesses overcome obstacles involved in raising early stage finance.

Key resources

Programme Partners

CEEI Asturias work in collaboration with a wide range of regional/national partners and financing entities to help entrepreneurs develop their plans, identify lines of credit and become 'investor ready'.

Key partners include the Government of Asturias (Regional Ministry of Economy and Employment through to the Regional Development Agency – IDEPA), Asturgar (Mutual Guarantee Society: non-profit-making financial institution), FADE (Entrepreneurs Asturian Federation), AJE (Young Entrepreneurs Association), FYCIT (Foundation for the Applied Research & Science & Technology), SRP (Regional Society of Promotion of Asturias: a public body operating in the risk capital

market to encourage economic growth), ENISA, CDTI and national/regional banks.

Funding: Funding Body & SME Contribution

CEEI Asturias is an entity supported by the Government of Asturias and a wide range of public & private bodies. It does not have a direct funding role itself. Levels of investment for each particular project are determined by the financial entity concerned

Eligibility Criteria

Aimed mainly at innovative and technology-based companies (including spin offs) the scheme is open to all types of entrepreneurs and SMEs.

Terms and conditions

Businesses seeking funding for projects and requesting support from CEEI Financia, sign an agreement with CEEI Asturias setting out the conditions and confidentiality of the service. This includes the requirement to work on a feasible business plan and for CEEI Financia to continue with the process of applying funds from financial entities when the plan has been prepared. With the exception of funds secured from the Regional Network of Business Angels* for their businesses they represent, the service provided by CEEI Asturias is completely free (no fees, commissions etc).

*Incurs a broker fee.

2. IMPLEMENTATION

Running since 2003, the scheme is delivered by two technical staff acting in an advisory capacity on behalf of an extensive partner and financial provider network, facilitating, coordinating and complementing the support already provided for early stage businesses.

The main aim of the scheme is to provide entrepreneurs with the support they need to define their business and financial needs, help them to develop and present a credible case for investment and then signpost them to the type of financing that best suits their particular business projects.

Based on a specific methodology and aimed at innovative entrepreneurs and technology based firms the CEEI Asturias Finance scheme is part of an integrat-



ed support package developed to help firms progress through each stage of the start-up phase. Helping them move from idea stage to implementation stage as quickly as possible. This includes:

Individual (one to one support) stages	<ul style="list-style-type: none"> • Pre-feasibility analysis - viability check/due diligence • Financial Assessment - to assess the finance needed • Project/Action Plan - support agreement for a works schedule, on what needs to be done/support allocated • Business Plan/Business Model - preparation • Business Plan - review/update • Investment Readiness Programme - preparation/coaching • Formal Application - to the financial entities selected
Joint Programme	Investment Readiness Programme. Venture Investment Competition (for a group of SMEs)

There is no a 'formal application' process involved and enquiries can be made by phone and/or email. Enquiries, are followed up immediately with businesses invited to a pre-feasibility analysis and selected for the next stage provided with tailored support and access to the Joint Investment Readiness Programmes held 3 times a year.

Key Stats - 2012

KEY MEASURE	TOTAL
Response made to enquiries/ applications for support	116
Application accepted/support-ed (Technology-based projects)	74
Companies accessing funds (i.e. as a result of CEEI Financia intervention)	31 companies €1.34m

CEEI Financia has obtained > €10.5M funding for technology based SMEs since 2005.

3. KEY LEARNING POINTS AND OPPORTUNITIES

The experience and results gained through delivering the scheme have resulted in a positive perception of CEEI Asturias now viewed as experts by entrepreneurs and the financial network in helping innovative/technology based SMEs access funds.

What worked well/Strengths

Set up to develop a sustainable service CEEI Financia now provides a regional reference for an increasing number of entrepreneurs and SMEs across all sectors looking for funds. Their expertise/'know how' also means that they can also provide a reference for regional level policies/service design and promotion of financial schemes offered by the partner network.

Challenges/Weaknesses

Getting SMEs/entrepreneurs to recognise the value of the service and be prepared to pay for it.

Transferability

Opportunities: The transferable methodology, first applied to micro credit lines and then transferred to other funding lines helps stakeholders identify the financial needs of entrepreneurs and companies.

Threats: Reduced funding, resulting in the reduction of financial instruments and support entities available.

FURTHER INFORMATION

DIFASS You Tube Channel:

<http://www.youtube.com/watch?v=Y-U3H1f6T84>

You Tube Promotional Video (Case Study):

<http://www.youtube.com/watch?v=B51z0VqDsQs>

CEEI Asturias: <http://www.ceei.es>

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1. SUMMARY OF GOOD PRACTICE

Overview and aims

Aware of the difficulties i.e. the time taken to get a business to market/rapid sales growth and the benefits; growth and long term economic potential of successful start-ups, the Tehnopol decided on a deliberate strategy of targeting support at high tech start-ups. This included new businesses started by 'serial entrepreneurs' who having learnt from past experience, refined their business model over time and as a result are more likely to succeed.

Needing to find a more successful programme methodology quickly and avoid duplicating effort, the Tehnopol conducted a search for external best practice.

Aimed specifically at accelerating the growth of innovative companies from start-up to rapid growth, Accelerace is a Danish-based, international initiative/model set up to support start-ups who have a unique product or service and 'the ambition to take their business further'.

Key resources

Programme Partners

1 year pilot programme launched in 2013 in collaboration with Accelerace Management A/S Denmark (the scheme founders). 4 other partner countries; Latvia, Sweden, Finland and Denmark have, subject to respective government approval, joined forces/raised funds for a pilot launch targeting the life science sector starting in January 2014. Each partner country will focus on a specific sub sector, drawing support/expertise for the start up from the partner network.

Funding: Funding Body & SME Contribution

Programme funds c€200K per year with the Danish scheme originally funded through a combination of Science Park Symbion investment and Danish local i.e. public funds. Start-up businesses selected for the scheme receive a loan of €40K receiving €20K in cash with no restrictions on how it can be spent, and the rest (€20K) in time i.e. expert support/help.

Eligibility criteria

Targeted at technology start-ups, particularly repeatable and scalable business models.

Terms and conditions

Beneficiaries are required to pay 10% (i.e. the total interest/fee payable) at the outset, and given the option of a 4 year payback period/1 year grace period. Businesses accessing funds at the next stage of the scheme normally use funds raised to payback the original investment i.e. €40K. Interest rates are similar to bank interest rates that in any case are normally reluctant/highly unlikely to give loans to such 'risky' start-ups. Loans are treated as a shared risk with no equity stake or guarantee required

2. IMPLEMENTATION

The Danish scheme is managed by 1 technical person, with a bank of 30 freelance business coaches providing the specialist support provided as /when required.

Key Steps - How it Works

The scheme is based on the principle that entrepreneurship can be taught and learnt and that the most successful start-ups are a result of hard work rather than luck.

The methodology used enables the team working with the business to spot, train and fund start up talent helping them develop their business idea cheaper and faster by providing dedicated/intensive support to train and develop entrepreneurship and business development.

Selecting the best applicants, companies are provided with intensive support and early stage finance at favourable terms along with help to source next stage/long term investment.

Companies selected for the scheme and receiving the loan sign up for a 6 month intensive training programme. Support includes:

- 180 hours+ of 121 sessions
- Monthly training sessions and workshops
- A founders' pack of resources and tools worth €50,000 –
- A loan of €40K, 50% cash, 50% services, no equity taken



- Access to a network of leading venture capital firms and angel investors
- The chance of a €50K-400K follow-up investment on favorable terms from Accelerace investment funds.

Start-up businesses need instant access to know how, money and space. Experts from the Accelerace scheme work actively with start-ups to meet those needs in two stages to:

- Search and test the business model. Customer discovery and customer validation. Establishing the demand/need, the target audience/routes to market and global potential, and IF viable
- Execute the business model. Establishing the customer base, establishing the company. Access to space and fast track/intensive help for commercialisation, helping the entrepreneur realise the best value from potential buyers/investors.

Key Stats - Accelerace Denmark

The application process comprises a series of interviews over a short period of time, from which the most promising start-ups are selected and supported. Quick decision process. No application costs for start-ups aside from minimal time incurred. Partners cost estimated at 0.5 salary for the person recruited to review applications and manage the selection process.

KEY MEASURE	ESTIMATED TOTAL
ANNUAL AVERAGE STATS	

Applications Submitted (average per year to date)	140
Applications Accepted	10-15
Funding Granted (to successful start-ups)	c€10K per SME
SME Investment	€20K + 10% for payback

TOTAL TO DATE

New Enterprises Started	c200
Enterprises Trading (enterprises still trading)	c90
New Jobs Created	c650
Funds/Investment Raised (for start-ups helped to access ongoing finance by the scheme)	DKK 363M (€49)

3. KEY LEARNING POINTS AND OPPORTUNITIES

A tested/proven model, the Accelerace programme has created 650 new jobs and more than 200 companies in Denmark, 90 of which are still trading and who have gone on to raise > €49M.

What worked well

The scheme is an attractive and unique instrument for start-ups, securing a high quality entrepreneur/SME pipeline for the acceleration process. The scheme provides a win/win for the incubator, government, start-up investor.

Challenges/Weaknesses

None at this point, but may too early to say.

Transferability

Opportunities: Cross-border implementation with other Scandinavian and Baltic countries. Set-up of specialist sector programmes, Estonian partners are in the process of setting up/leading on a cross partner Nordic-Baltic health tech accelerator – ‘AcceleraceLife’

Treats: The scheme needs a very entrepreneurial government to back/invest in the programme.

FURTHER INFORMATION

DIFASS You Tube Channel:

<http://www.youtube.com/watch?v=g3pIH1SzJw>



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1. SUMMARY OF GOOD PRACTICE

Opened in 2007 and located in an Economic Zone, part of a major infrastructure development, the Podkarpackie Science and Technology Park Academic Pre-Incubator is a platform for creation and development of cooperation in the field of innovation.

Overview and aims

Set up as an infrastructure measure not a financial instrument, the original investment/project objectives were:

- To create and facilitate strong cooperation between science and SMEs, enhancing cooperation in the field of innovation in the Podkarpackie region.
- The creation of Pre-Incubator places for students and graduates of universities located in the region, providing them with dedicated opportunities to start their enterprises

The Pre Incubator facilities are designed to provide innovative start-ups with a natural pathway to the high tech facilities available in the Science and Technology Park, supporting and enabling early stage businesses to move to the facilities provided by the Technological Incubator and ultimately, as they progress, to buy land and build facilities in the special Economic Zones set aside for innovative businesses.

Key resources

Programme Partners

None advised

Funding: Funding Body & SME Contribution

Building/fitting out costs c €100K. Capital Funding via EU/Regional Funds, The Pre-Incubator is not a financial instrument, – no investment from SMEs/no funding facility.

Eligibility criteria

Students and graduates of universities and SMEs located in the region

Terms and conditions

N/A. No repayment terms, the scheme is not a direct financial instrument.

2. IMPLEMENTATION

The Pre-Incubator facility is operated by a team of 6-7 people providing technical support for the businesses involved. There is a simple application process for pre-incubator places with decisions taking about a week and no costs, aside from the applicant's time incurred in the application process.

Key Steps - How it Works

Businesses located in the pre-incubator facility are able to access to a range of support and also encouraged to participate in a number of parallel initiatives; Coaching, Innovation Fairs and Competitions e.g. Junior Innovator Competition etc.

Key Stats

An incentive tool, rather than a financial instrument/tool, SMEs are unable to access funding through the scheme. The Pre-Incubator facility has enabled the set-up of 17 new enterprises, 5 of which are now next stage businesses and who have progressed onto Incubator space located in the Park, creating 30 new jobs.

3. KEY LEARNING POINTS AND OPPORTUNITIES

Legacy

Located close to the University the Pre-Incubator provides a connection between Academia and Industry. University students, graduates, junior academics and SMEs located in the region now have access to start up facilities and business support/coaching.

What worked well

Students now have a facility to get started/access the early stage information they need.

Challenges/Weaknesses

The focus was on infrastructure and building, i.e. an infrastructure measure, not a financial instrument. Set up with capital funds, there was no funding available for grants or other financial support



Transferability

Opportunities: Similar/established Incubator facilities already exist in partner regions. Low support costs i.e. the cost of coaching and access to space in other parts of the building for events/fairs/workshops etc is considered transferable.

Threats: None advised. The scheme has done what it intended, i.e. provide start up facilities, sustaining the facility, albeit at a very low cost, ongoing running costs may be an issue.

FURTHER INFORMATION

DIFASS You Tube Channel:

<http://youtu.be/GwX9sQD9SqM>

Academic Incubator Video Presentation:

<http://www.youtube.com/watch?v=8PJZliiWTd0>

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4 SUPPORT PROGRAMME OF MENTORSHIP

1. SUMMARY OF GOOD PRACTICE

Overview and aims

The overall aim of the Support Programme of Mentorship (VALOR 2010) programme was to create a stable instrument for the commercialisation of knowledge.

Designed in response to low numbers of commercial research and development investments and lack of technology transfer, in particular the transfer of IP into business, the programme was set up to foster the creation of University and public organisation spin-outs.

Other key barriers in commercialising knowledge included the complicated legal process involved, making it difficult for Universities and any public funded research companies in Slovenia to set up a company to develop spin out potential, and the lack of a funding instrument for spin outs.

The overall aim of the programme was to:

- Accelerate the transfer of knowledge and research results from universities and public research institutions
- Promote entrepreneurship within academia and the development of the young i.e. new start/up companies
- Encourage the growth and development of enterprises and employment of a highly-skilled workforce
- Encourage the development of a new business models in companies
- Promote the transfer of IP from universities and public research institutions to private companies; thereby promoting sustainable cooperation between the two entities.

Key resources

Programme Partners

Ministry of Economy of Rep. of Slovenia (providing funds and verifying the programme)

Funding: Funding Body & SME Contribution

State Funding used to set up 2 Pilot Programmes with a total budget of €1.5M (Valor I set up in 2008 €500K: Valor II set up in 2010 €1M).

Funds awarded in the form of Grants of up to 85% of

the investment required, from a minimum of €50K to a maximum of €150K. SMEs had to raise the remaining 15% from their own funds/by raising funds from the IP involved.

Eligibility criteria

Spin-outs from universities, public research organisations and Research Technology Organisations (RTOs), young companies that have already identified and acquired IP transfer solutions from universities or RTOs). NO public companies.

Terms and conditions

Funds awarded as grants, no interest rates/costs involved. Projects/investments were selected via a public call and application process using a detailed assessment criteria; this included their technology and market potential, expertise/knowledge of the team, company strategy/action plan, impact and sustainability of the university/research organisation and formal agreement on IP and collaboration arrangements. Projects must be completed within one year of signatory and contract.

2. IMPLEMENTATION

Key Steps - How it Works

The project used a simple application process resulting in low SME application costs/partner administration costs with decisions taking a maximum of 60 days. The programme was delivered by 13 staff; 6 trainer/mentors, 6 external export/internationalisation specialists and 1 administrator. Project methodology used was based on previous practice gained from the 6th European Framework Programme. Research project outcomes/gains expected from the project were that:

- Verified research results would come onto the market
- Academic institutions would 'let go' of their innovations, i.e. pass them to SMEs that would commercialise their ideas.
- Company development plans would be implemented – taking ideas from research to market.
- Evidence of on-going collaboration with the research department and originator of the innovation.



Six companies selected for the 2010 pilot received a variety of all-round parallel support to move the innovation from research stage to commercialisation; expert business advice/agency mentors, coaching and IP courses (protection and management), project development, marketing, strategy, investment readiness (how to approach an investor, pitching skills and a session with investors), fund management advice, internationalisation/access to national/international networks.

Changes made to VALOR II as a result of lessons learnt from the original pilot included the addition of advice and support as well as grant funds, ('it's not only money that's needed but also additional support') and changes to the formal written selection one stage process to a two stage process; a project/technology assesment and personal presentation assessed by external evaluators, comprised of venture capital providers and entrepreneurs experienced in bringing forward technology start ups. All these changes resulted in improved results and survival rates for Phase II.

Key Stats - 2008 + 2010

KEY MEASURE - Both pilot programmes	2008 + 2010
Applications Submitted	49
Applications Accepted/Spin-out	11
Companies Supported	
Survival Rates (Companies)	9
New High Tech Jobs Created	28
Funding Granted to SMEs	> €850K
SME Investment	min of 15% (c€108K)

OUTCOMES TO DATE from 2010 pilot	2012/2013
New Jobs	14
New Jobs in R&D	12
New Products/Services	19
Patents	1
Revenues Generated (av.)	17%/51%

The majority of high tech start-ups from IT, Health & Engineering sectors participating in the second phase of the programme are still operational, bringing significant survival rates.

3. KEY LEARNING POINTS AND OPPORTUNITIES

Slovenia now has its first dedicated programme to test and provide a solution for the transfer of IP from Universities/RTOs to companies with results to date indicating high survival rates and economic benefit. SPIRIT Slovenia now has the capacity; valuable knowledge, skills and experience to run the specialised programme and recommend future policy.

What worked well/Strengths

Companies placed an equal value on the advice/help provided as well as the funds. (Funds + Support = high survival rate). The Agency has learnt how to provide and access support, developed new knowledge and new services. They can now provide valuable support, with or without access to grants/funds.

Challenges/Weaknesses

Lack of ongoing funds resulted in cancellation of the programme so seed phase funding for spin outs is still poor, although start ups can now access a Business Accelerator scheme. Agency i.e. SPIRIT Slovenia support for start-ups now concentrates on VC (networking, investor readiness support).

Transferability

Opportunities: Programme for start-ups with mentorship and coaching provided at the same time.

Threats: Sustainability – funds and business support.

FURTHER INFORMATION

DIFASS You Tube Channel:

http://www.youtube.com/watch?v=YywoRm-ROB8&list=HL1386939715&feature=mh_lolz

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1. SUMMARY OF GOOD PRACTICE

Overview and aims

Launched in 2002 to facilitate access to technological expertise and the research available from the University network represented by the scheme, SETSquared is an Enterprise partnership set up to accelerate the development of technology-based ventures, from initial idea to commercialisation.

Modelled on similar American initiatives with impressive track records and normally located offsite in Science Parks, SETSquared provides practical support to technology start-ups by offering an infrastructure around which an entrepreneurial community and culture can develop. Led by experienced entrepreneurs working alongside four other universities, SETSquared provides new high tech companies with access to a hugely experienced entrepreneurial community and leading research/professional facilities.

Aiming to stimulate economic growth through the growth of innovation and technology businesses in the region's economy the five universities involved; Bath, Bristol, Exeter, Southampton and Surrey work with a mix of innovative businesses, with 80% coming from the wider business community, ('spinning into the university') and the balance made up of university spin-outs.

Key resources

Programme Partners

Universities of Bath, Bristol, Exeter and Surrey, Higher Education Funding Council (HEFCE), Department of Business Innovation & Skills (BIS).

Funding: Funding Body & SME Contribution

SETSquared receive c£350K (€423K) of the Universities £33/€40M Higher Education Innovation Funding (HIFE) budget to run the scheme. Funds are used to support and subsidise member companies who pay c£100/€120pm for support and desk space for them and their partners/employees. (No upper limit on desk space helps encourage them to grow). The network does not offer grants but plays a lead role in

sourcing long term investment (up to 100%) from its established Business Angel, VC network and accessing grant schemes (which can then be used to lever further investment).

Eligibility criteria

Hi tech innovative start-up and early stage organisations with high growth potential who would gain from spinning into a university (80% of clients) and university spin outs 20%.

Terms and conditions

Business joining the SETSquared scheme are charged a small monthly fee (c€120) i.e. contributing to the cost of the support involved and sign up to an initial 12 month support contract with a 1 month break clause on both sides. Fees are offset by the availability of highly subsidised workspace at the Science Park.

2. IMPLEMENTATION

The scheme is supported by 28 technical staff working across the SETSquared network; 3-7 people in each centre. Each university partner employs their own centre staff with a small secretariat of 2FTE working across the network supported from central funds.

Key Steps - How it Works

STEP 1 First assessed using a simple test, businesses interested in joining the scheme are asked some simple questions to check the viability of their idea; is it something that people would want to buy?/keep buying? Can it be expanded on? What's it going to look like when it's produced?

STEP 2 Those reaching the next stage are then provided with help to identify their value proposition, (using the Business Model Canvas) and write up a Business Plan which they are then invited to pitch to an 'expert' panel, selecting companies for the scheme.

STEP 3 Businesses selected are connected up to the relevant expertise they need to accelerate/commercialise their idea and subject to regular progress reviews/input from a panel of independent specialist's e.g. legal, IP, financial expertise.



Core support includes:

- Practical help from experienced entrepreneurs, accomplished entrepreneurs, mentors and industry experts with the knowledge and know-how needed to get a company off the ground.
- Review and if necessary recommendations re the skills/make up of their management team.
- Help with access to funding - SETSquared has links with many funding agents and relationships with a wide range of business angels and venture capitalists across the region. Partner universities also hold a number of funding showcases throughout the year, culminating in an annual Investment Showcase held in London.
- Provision of support services and office space - helping businesses develop their ideas into viable trading businesses, - offering physical office space, allowing companies to be situated with other businesses going through the same development curve and gain access to a range of centralised services a company would need as they get started.
- Accessing international markets - As international markets are as important, if not more important than local markets SETSquared provide support alongside other UK agencies, helping companies develop traction overseas.

Building businesses from university research – as well as supporting external companies development, each of the Partnership universities also works to identify, develop and spin out applied research with commercial applications. This could involve taking a technology and spinning it out into a new business, or finding an appropriate corporation to license the technology to extend the reach of their current offering.

Key Stats

KEY MEASURE	ESTIMATED TOTAL
Applications Submitted	Between 40-100% (20-25 year)
Applications Accepted	About 30% (10-15 year)

(Approximately 150 companies being incubated by the network at present)

SETSQUARED NETWORK

SINCE LAUNCH/
10 YEARS +

Funding raised for Successful SMEs	c £1BN
New Enterprises Started	> 650
New Jobs Created	>1,200

3. KEY LEARNING POINTS AND OPPORTUNITIES

Celebrating its 10th anniversary celebrations this year and recently ranked =4th World University Business Incubator, SETSquared is the longest running UK partnership of any type with > 1,000 active alumni companies and a 90% survival rate. Additional impact includes contribution to student retention and creation of new high tech networks e.g. Carbon and SIG.

Transferability

Subject to the availability of funds and change of mindset/cooperation of Universities.

Opportunities: Meet the Primes – a scheme enabling companies to meet major private/public contractors. Researcher to innovator programme to train business skills. Dedicated PHD Programme

Threats: Multicultural transfer aspects. Dilution of the Higher Education Initiative (HEI) focus, loss of UK HEIF funding.

FURTHER INFORMATION

DIFASS You Tube Channel:

<http://www.youtube.com/watch?v=cEdxTTqDVrM>

SETSquared Investment Showcase:

<http://www.setsquared.co.uk/start-support/accelerating-growth-campaign>

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Project Partners



Tehnopol



Centro Europeo de Empresas e Innovación



Public Agency for Entrepreneurship,
Innovation, Development, Investment
and Tourism

