



# *INFUSSE*

## *digital eNtrepreneurial Skills For UniverSity Education*

### **COOPERATION PARTNERSHIPS (KEY ACTION 2)**

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<b>Activity</b>	<b>PR1:</b> "Digital Entrepreneurial Education" pedagogical scenarios extraction including specifications for training, methodology and learning tools
<b>Deliverable lead</b>	KiNNO
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<b>Authors</b>	UOM, KINNO, UFMST, ICEBERG, CUE, CREATEHUB
<b>Abstract</b>	<p>The present report is produced under PR1 comprising of the following INFUSSE activities:</p> <ul style="list-style-type: none"><li>• PR1/A1: Identification &amp; Collection of initiatives and Real- Life Case Studies</li><li>• PR1/A2: Qualitative analysis of Case Studies resulting in Best Practices, Key processes &amp; KPIs extraction</li><li>• PR1/A3: Mapping and development of a database of key stakeholders of interest</li><li>• PR1/A4: "Digital Entrepreneurial Education" stakeholders needs analysis</li></ul>

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## Table of Contents

1. Introduction	3
2. Activity Report	5
2.1 Digital Entrepreneurship Landscape in Greece, Romania and Poland	5
2.1.1 Country Profile - Greece	5
2.1.2 Country Profile - Romania	14
2.1.3 Country Profile - Poland	25
2.2 Existing Incubation/Acceleration Programmes & Initiatives in GR, RO and PL	27
2.3 Analysis and Selection of Incubation Good Practices	34
2.4 Identification of INFUSSE Stakeholder	40
2.5 "Digital Entrepreneurial Education" Stakeholders Needs Analysis	50
2.5.1 Stakeholders Needs in Greece	50
2.5.2 Stakeholders Needs in Romania	57
2.5.3 Stakeholders Needs in Poland	64
3. Summary and Key results	70
Annex1 - Identified existing Incubation/Acceleration Programmes & Initiatives in GR, RO, PL	75
Annex2 – Evaluation of 60 incubation/Acceleration Programmes	141
Annex3 - Methodology & Templates	143
PR1/A1: Identification & Collection of initiatives and Real Life Case Studies	145
PR1/A2: Qualitative analysis of Case Studies resulting in Best Practices, Key processes & KPIs extraction	146
PR1/A3: Mapping and development of a database of key stakeholders of interest	149
PR1/A4: "Digital Entrepreneurial Education" stakeholders needs analysis	150
Indicators to be reached	152
Implementation Action Plan	152
Identification of Real Cases Form	153
Good Practices Evaluation Form	154
Stakeholders Identification Form	155
Organisation Questionnaire	156
Educators Questionnaire	158
Learners Questionnaire	160



## 1. Introduction

The present document is implemented under **PR1: “Digital Entrepreneurial Education” pedagogical scenarios extraction including specifications for training, methodology and learning tools**, in the context of the ERASMUS+ funded project, INFUSSE.

According to the INFUSSE Application Form, PR1 objective “is to understand, through a cross-institutional and a European-wide analysis, in depth:

- 1) the existing practices, the critical processes and the key success factors of setting up, managing and implementing successful programmes to train students and graduates and upgrade their skills towards digital entrepreneurship;
- 2) the specific needs of the educators and trainers in terms of digital literacy, tools, modules and resources in order to deliver more successfully and efficiently through an 100% virtual programme such learning activities, coaching and mentoring to incubate digital entrepreneurship ideas.

The scope of the report is to identify and analyze existing initiatives, practices and programmes in Digital Entrepreneurship, extract the needs of educators and learners and set the ground for the design the specifications of INFUSSE programme so as to develop a successful evidence-based 100% Virtual Learning programme on “Digital Entrepreneurship”, compiled by two core modules: a fully digital Training Programme for educators (trainers, tutors, coaches, mentors) on ICT enabled “Digital Entrepreneurship” and a “Virtual Incubation Programme” for students and graduates, as well as the design of the INFUSSE Open Educational Resources HUB.

As a tangible output, this process will provide the necessary evidence to define the pedagogical scenarios, including the structure of the OER and digital tools as well as the clearly specified needs of all stakeholders: trainers, trainees, coaches and mentors taking into account their capacities (both ‘exchange’ and ‘absorptive’), their motivation drivers and their commitment triggers.

For the implementation of the deliverable all the partners followed the methodology ([Annex2](#)), developed by KiNNO which includes the following 4 activities:

- ❖ PR1/A1: Identification & Collection of initiatives and Real Life Case Studies
- ❖ PR1/A2: Qualitative analysis of Case Studies resulting in Best Practices, Key processes & KPIs extraction
- ❖ PR1/A3: Mapping and development of a database of key stakeholders of interest
- ❖ PR1/A4: "Digital Entrepreneurial Education" stakeholders needs analysis

The present report is composed of the following contents:



- The country profiles for [Greece](#), [Romania](#) and [Poland](#), presenting the current status of the Innovation and Digital Entrepreneurship Landscape ([Section 2.1](#))
- The brief presentation of incubation/acceleration programmes and initiatives identified in Greece, Romania and Poland ([Section 2.2](#)) & their detailed description ([Annex1](#))
- The top 20 incubation/acceleration programmes in these countries that can be a base for the formation of the INFUSSE virtual incubator ([Section 2.3](#))
- The INFUSSE stakeholders in Greece, Romania and Poland ([Section 2.4](#))
- The analysis of the INFUSSE stakeholders needs for the digital entrepreneurship and virtual incubation in [Greece](#), [Romania](#) and [Poland](#) ([Section 2.5](#))
- The summary and key results of the report ([Section 3](#))
- The Annexes of the deliverables, including the detailed presentation of the identified incubation/acceleration programmes ([Annex1](#)), the evaluation of the programmes ([Annex2](#)) and the methodology and templates for the implementation of the present report ([Annex3](#))



## 2. Activity Report

### 2.1 Digital Entrepreneurship Landscape in Greece, Romania and Poland

The studying of a couple of key facts for the INFUSSE countries will support in the better understanding of the status of digital entrepreneurship in Greece, Romania and Poland. The following country profiles for these country provides the following key information for each one:

- Geographical and economic description of the area
- Innovation Landscape (ecosystem, business models, structures)
- Digital Entrepreneurship profile of the country (strategies & policies in national level promoting digital entrepreneurship, digital entrepreneurship scene (sectors, level of company maturity – ie start ups, scale ups etc, trends, Digital Economy and Society Index (DESI) etc)
- Short description of organisations offering acceleration/incubation such as HEI Incubators, incubators, accelerators, support structures, etc. (number of organisations, focus, sectors, digital fit, etc.)

#### 2.1.1 Country Profile - Greece



**Population (2020<sup>1</sup>):** 10.72 million people

**Area (2020:)** 131.960 km<sup>2</sup>

**GDP per capita (2020):** 17.622 EUR

**Unemployment rate (2020):** 16.3 %

**Exports (goods & services, 2020):** 66.159 billion EUR

**Imports (goods & services, 2020):** 79.279 billion EUR

**Global Competitiveness Index 4.0 2019 Ranking<sup>2</sup>:** 46 out of 140

#### Greek Economic and Innovative Landscape

Greece with a population of approximately 11.000.000 people is well known for its extensive coastal waterways and its geographic location that have traditionally served as a gateway to the central Balkans and the Middle East as well as a passage to the Black Sea.

Greek economy was highly affected by the health crisis of the COVID-19 pandemic, resulting of the reduction of the country's GDP by 8.2% for 2020 amounting € 168.5 billion from € 183.6

<sup>1</sup> <https://data.worldbank.org/indicator/>

<sup>2</sup> The Global Competitiveness Report 2020, [https://www3.weforum.org/docs/WEF\\_TheGlobalCompetitivenessReport2020.pdf](https://www3.weforum.org/docs/WEF_TheGlobalCompetitivenessReport2020.pdf)



billion in 2019. The Greek economy is dominated by small and family-owned businesses and the **99.9% of Greek companies are SMEs** and represent 63.5% of the total value added and their share in employment equal to 87.9% (EU average 66.6 %). The overall prospects for Greek SMEs are positive, with a projected increase of 21.3% in value added and 13.1% in employment in 2018-2020. The two most important sectors of SMEs, wholesale and retail trade and manufacturing, together produce almost half of the total value added of SMEs.

The 40% of the Gross Value Added of the Greek economy in the two years 2018-2019 comes from sectors that do not present such high specialization, production of innovations, Research and Development activities, use of new technologies and internationalization (**Real Estate, Public Sector, Wholesale**). However, following in the ranking are sectors that present some of the above characteristics such as e.g. Manufacturing, Tourism, Transportation-Storage, Health-Social Welfare, Primary Sector etc. Some of these sectors are showing an increase in their share of Gross Value Added in recent years (**Tourism, Transport-Storage, Primary sector**).

With regards to the investments in Greece, they are gradually recovering. The contribution of services exports - mainly the tourism sector - for the recovery of the economy is important, as well as the achievement of the highest level of exports of goods in 2020 (€ 32.3 billion).

Greece is a **Moderate Innovator** with strengths particularly in **Innovators, Linkages** and **Employment impacts**. The three best indicators includes the **Sales of innovative products, Innovative SMEs collaborating with others**, and **Product innovators**. Greece has above average shares of In-house product innovators and is showing close to average scores on the Climate change related indicators.

According to the National Documentation Center<sup>3</sup>, during the three years 2014-2016, 57.7% of Greek companies innovated, thus increasing business innovation by 6.7 points from the three years 2012-2014 and 5.4 units from the three years 2010-2012. The increase refers to product / process and organization / marketing innovations.

Greece has been showing clear development in research, technology development and innovation (RTDI). According to the global Innovation index<sup>4</sup>, and in terms of innovation performance, Greece belongs to the high income group and her innovation performance was in-line with the level of development in the country for 2020. Greece holds the **43th position** out of 131. The Gross domestic expenditure on research and development in 2020 increased to 1.5% in relation to 2019 (1.28%)

The established entrepreneurs in Greece do not seem to behave differently from entrepreneurs in other innovation countries in terms of the technology used. Therefore, access to latest

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<sup>3</sup> <https://metrics.ekt.gr/innovation>

<sup>4</sup> Global Innovation Index Database, Cornell, INSEAD, and WIPO, 2020.,  
[https://www.wipo.int/edocs/pubdocs/en/wipo\\_pub\\_gii\\_2020.pdf](https://www.wipo.int/edocs/pubdocs/en/wipo_pub_gii_2020.pdf)



technologies has not deteriorated during the latest period of crisis. Despite the difficulties that Greek entrepreneurs face, they continue to keep up with international technological advancements. Smaller companies due to their limited resources (human and financial) find it more difficult to monitor and adopt technological developments. Especially when they operate in more traditional sectors, technological and digital transformation become significantly more difficult. This small size of companies determines the nature of innovative Greek companies, which mainly concerns the establishment of new businesses in the market, while the internationalization of sales is rare.

### **Policies and Strategies related to digital entrepreneurship and transformation**

Greece main **strategies and policies** are designed in line with the EU strategies. A key action plan for Greece is the “Plan for the Development of the Greek Economy<sup>5</sup>” published in 2020 is linked with eight (8) National Strategies and National Action Plans:

1. The National Energy and Climate Plan:
2. The Digital Bible
3. The National Strategic Transport Plan
4. The National Strategy for Higher Education
5. The Greek Youth Guarantee Scheme
6. The National Action Plan for Gender Equality 2021-2025
7. The National and Territorial Plans for a Fair Transition
8. Roadmap for the Circular Economy

The most important EU and Greek strategies related to the Digital Entrepreneurship are the following:

- **SHAPING EUROPE’S DIGITAL FUTURE<sup>6</sup> and Digital Europe<sup>7</sup> focusing on 3 main objectives:**
  - Technology that works for people
  - A fair and competitive economy
  - An open, democratic and sustainable society
- **Digital Transformation Bible:** This holistic digital strategy is led by the Greek Ministry of Digital Governance and proposes projects that will be implemented from 2020 to 2025 and describes specific projects that will accelerate country’s digital transformation efforts. The main strategic axes are (i) connectivity; (ii) digital skills; (iii) digital state; (iv) digital business; (v) digital innovation; and (vi) integration of digital technology in every sector of the economy

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<sup>5</sup> [https://www.kathimerini.gr/wp-content/uploads/2020/11/growth\\_plan\\_2020-11-23\\_1021.pdf](https://www.kathimerini.gr/wp-content/uploads/2020/11/growth_plan_2020-11-23_1021.pdf)

<sup>6</sup> [https://ec.europa.eu/info/sites/default/files/communication-shaping-europes-digital-future-feb2020\\_en\\_4.pdf](https://ec.europa.eu/info/sites/default/files/communication-shaping-europes-digital-future-feb2020_en_4.pdf)

<sup>7</sup> <https://digital-strategy.ec.europa.eu/en/activities/digital-programme>



- **Greece 2.0 – National Recovery and Resilience Plan<sup>8</sup>**, which, among others, is focusing on “Digital transformation of the government operations”, “Digital transformation of enterprises” and “Enhancing the digital potential of education and modernizing vocational education and training”
- **Just Transition Development Plan of lignite areas<sup>9</sup>**, which is based on five development pillars, as follows: Clean energy, Industry and trade, Smart agricultural production, Sustainable tourism, Technology and education
- **Research and Innovation Strategy for the period 2021- 2027**, which emerges the Digital technologies sector among the eight sectors of interest

## Digital Entrepreneurship in Greece

In the 2021 edition of the **Digital Economy and Society Index (DESI)**<sup>10</sup> Greece ranks 25th of 27 EU Member States (Figure 1). If we break down the DESI Indicators (Table 1), we see there is a significant deviation between Greece and EU's score in connectivity, integration of digital technology, and digital public services. These deviations leave room for improvements and create entrepreneurial opportunities.

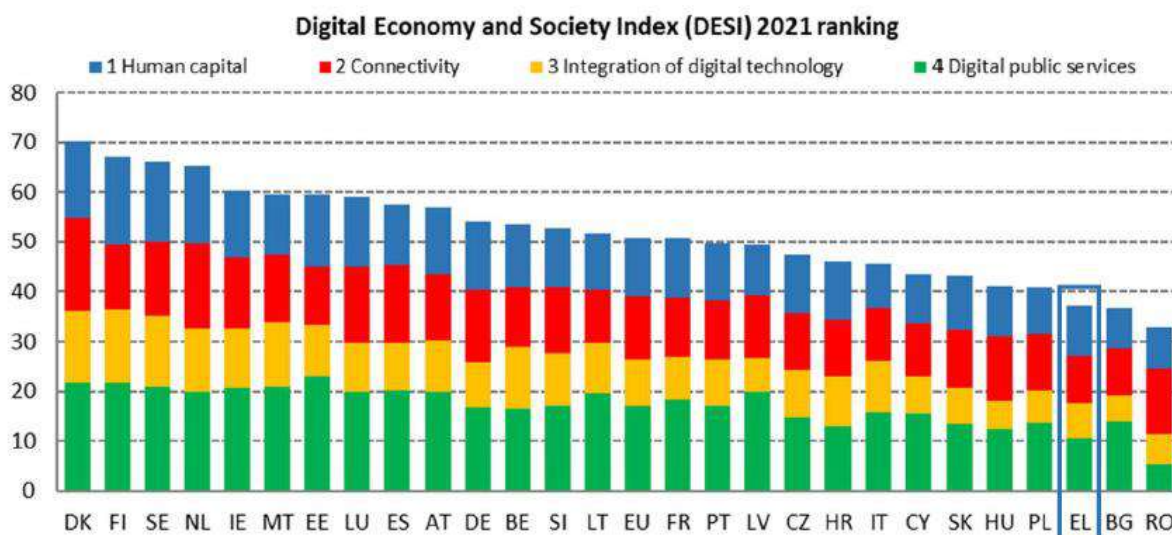


Figure 1 Ranking of 2021 Digital Economy and Society Index (DESI). Source:  
<https://ec.europa.eu/newsroom/dae/redirection/document/80479>

DESI Indicators	Greece		EU
	Rank	Score	Score

<sup>8</sup> <https://www.minfin.gr/documents/20182/9976964/Greece+RRP+GR.pdf/6d9f7032-1bb7-4f69-b092-fa7136b8a1a6>

<sup>9</sup> <https://www.enterprisegreece.gov.gr/en/invest-in-greece/just-transition>

<sup>10</sup> <https://ec.europa.eu/newsroom/dae/redirection/document/80479>





Human Capital	21	41.0	47.1
Connectivity	27	37.7	50.2
Integration of digital technology	22	28.5	37.6
Digital public services	29	41.9	68.1

Table 1 Greece's rank and score for each DESI 2021 indicator.

However, if we examine the evolution of the DESI from 2016 until now, we notice a **continual improvement in almost all DESI dimensions** (Figure 2). Through the years the DESI indicators have improved significantly creating more opportunities for digital entrepreneurship initiatives as important indicators like connectivity and human capital have improved over the years. The improvements in human capital are due to the rapid rise in the proportion of employed female ICT specialists as a share of all ICT specialists employed in Greece. On the other hand, the significant improvement in the connectivity indicator is because of the multiple initiatives that have been adopted and deployed very high-capacity networks.

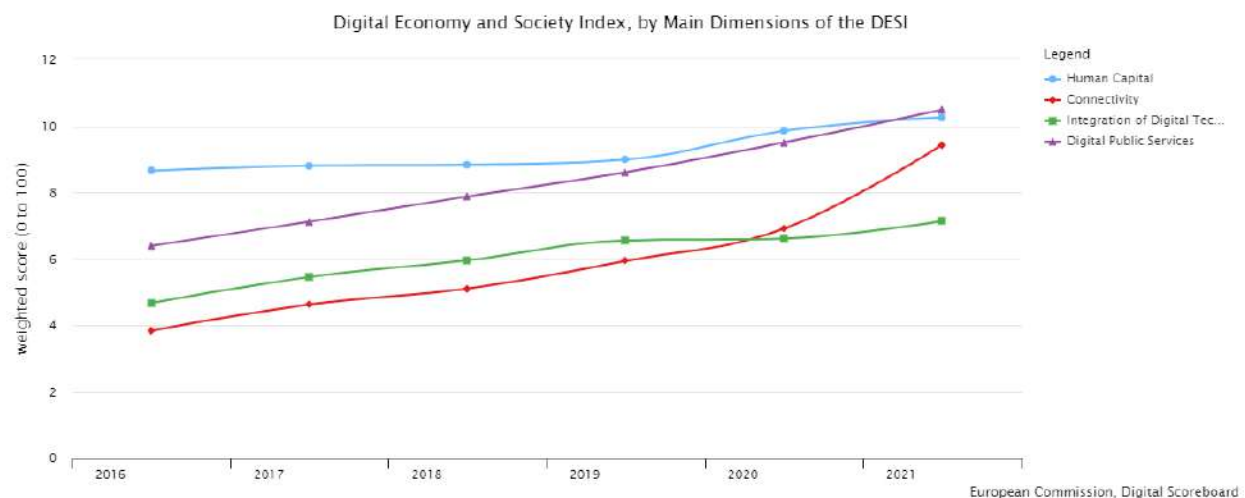


Figure 2 Main dimensions of Digital Economy and Society Index (DESI) from 2016 to 2021. Source: <https://digital-agenda-data.eu/charts/desi-see-the-evolution-of-an-indicator-and-compare-breakdowns#chart={%22indicator%22:%22desi%22,%22breakdown-group%22:%22desi%22>

These improvements provide support to the country's digital transformation efforts “**Digital Transformation Bible**” that have been launched. Its priorities and initiatives will improve country's DESI indicators and will promote digital entrepreneurship. In the context to cultivate a fruitful environment for digital initiatives, Greece has proceeded with legislative reforms that will create a supportive framework for implementing the new strategy and has adopted codes that are following EU Directive (2018/1972) regarding the establishment of a European Electronic Communications Code (EECC) and which unifies the legislative framework on key elements<sup>11</sup>.

<sup>11</sup> <https://ec.europa.eu/newsroom/dae/redirection/document/80479>



As far as the Greek digital entrepreneurship ecosystem, the Global Entrepreneurship Monitor (GEM) describes and assesses an economy's entrepreneurial ecosystem against nine Economic Framework Conditions (EFCs)<sup>12</sup> that have classified **Greece as a level B economy, scoring 4.4**, to start a new business (Figure 3). This classification is the result of examining multiple conditions that have been identified by the literature as the most influential factors in the impact of entrepreneurial activity on economic growth. They include financing factors (examining funds for new startups, access to entrepreneurial finance), government policy (support and relevance, and taxes and bureaucracy factors), government entrepreneurial programs, entrepreneurial education (at school and post-school level), research and development transfers, commercial and professional infrastructure, easy of entry (examining market dynamics, burdens and regulations), physical infrastructure, and social and cultural norms.

If we focus on the case of Greece and examine each factor, we notice that the majority of factors in Greece's Entrepreneurial Framework Conditions have received low scores, although there are some exceptions (Figure 4). More specifically:

- **Funding is a serious constraint on entrepreneurial activity**, with the condition Entrepreneurial Finance receiving a 4.2 score, 11th among GEM Level B economies, and Ease of Access to Finance receiving 3.8, 12th among GEM Level B economies.
- **Government policy conditions have been scored high, setting Greece among the top 10 countries in level B economies**. The Support and Relevance factor has been scored at 4.8 setting the country fifth among GEM Level B economies, and the Taxes and Bureaucracy have been scored at 4.7 (10<sup>th</sup> among GEM level B economies).
- **In the market condition Ease of Entry**: Market Dynamics, Greece has scored 4.6 (15th among GEM Level B economies). This score has a significant decline from 5.2 in 2020. On the other hand, Ease of Entry: Burdens and Regulation remained flat at 4.1 in both years. These two scores reflect a relatively high regulatory burden, constraining entrepreneurs from offering new products and services to the domestic market.
- **Entrepreneurial Education in Greece is close to the average levels of Level B countries**; Entrepreneurial Education at School 2.6 and Entrepreneurial Education Post-School 3.8. However, if we examine the evolution of entrepreneurial confidence levels, we will notice that Greeks have had relatively low levels of entrepreneurial confidence in recent years. In 2021, 51.5% of Greek adults agreed that they saw good opportunities but would not start a business for fear it might fail. This was the second-highest rate among GEM Level B economies and one of the highest rates across all GEM teams in 2021. Except for 2019, Greece's fear of failure rate has been above 50% since 2016, suggesting a trend.

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<sup>12</sup> <https://www.gemconsortium.org/file/open?fileId=50900>

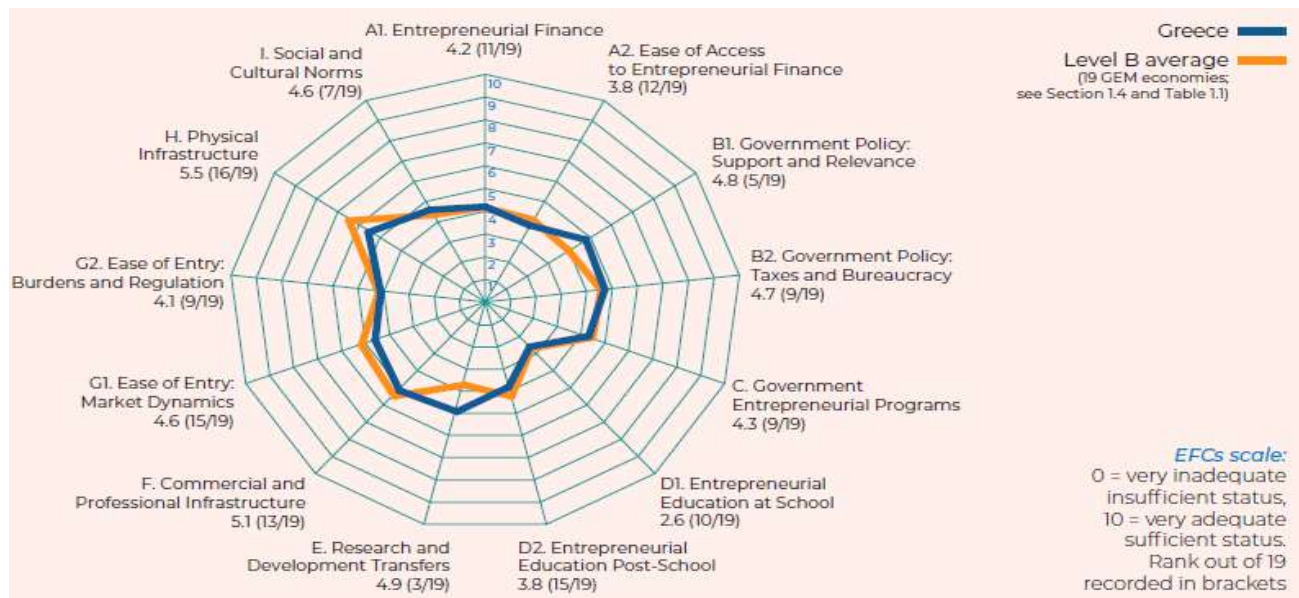


Figure 3 Greek expert ratings of the entrepreneurial framework conditions for 2021. Source: <https://www.gemconsortium.org/file/open?fileId=50900>

Focusing on early-stage entrepreneurship, the **Total early-stage Entrepreneurial Activity (TEA) for 2021 is 5.5%** and has significantly been impacted by the COVID-19, given the fact that in 2020 the TEA was about 8.6%. It is not the first time a low TEA percentage for Greece, as macro-economic events like the two economic crises have significantly disrupted Greek entrepreneurship. For example, in 2017, Greece's TEA<sup>13</sup> rate hit a low of 4.8%, following the 2015 fiscal crisis. Even the data indicate that early-stage entrepreneurship activity in Greece would recover in the long term, supporting initiatives and opportunities could accelerate the recovery process and help potential entrepreneurs feel confident enough to take risks. We should underline, that even though the pandemic had a negative effect on TEA indicator, the TEA respondents in 2021 who said the pandemic had provided new opportunities was 28.9%, while the rate of EBO respondents agreeing with this statement was 14.9%.

While the Greek government has recently pledged enough funding resources to help entrepreneurs (€260 million) over the next five years, more initiatives are needed to address the confidence issues that many entrepreneurs are facing. There is a need for more networking and mentorship opportunities between entrepreneurs that will bridge the gap and connect the different parties. Strong entrepreneurial networks across different regions can help new entrepreneurs start and grow their businesses, as well as increase confidence in the face of challenges.

## Greek Startup Ecosystem

<sup>13</sup> Total early-stage Entrepreneurial Activity (TEA)



According to the **ELEVATE GREECE initiative**<sup>14</sup>, the Innovation Ecosystem in Greece consists of 7 categories of actors; Science Parks & Technology Transfer, Innovation Clusters, VCs, Incubators, Accelerators, Co-working spaces, and Federations. At the time in Greece, there are up to **70 active incubators, accelerators, and technology centers in Greece**<sup>15</sup>. In addition, to foster regional growth and employment the public sector is also involved through multiple ministries (Ministry of Development and Investments, Ministry of Digital Governance, Ministry of Rural Development and Food, Ministry of Environment and Energy, Ministry of Health, and Ministry of Education and Religious Affairs) and institutions (H.F.R.I., CERTH, NOESIS, Patras Science Park, etc.). Other relevant actors are: [Industrial Property Organisation](#), Elevate Greece, [Hellenic Industrial Property Academy](#) (Business Angels' Co-Investment Fund), [EquiFund](#), [National Bank of Greece "Business Seeds"](#), ["Egg"](#) (Enter-Grow-Go), [Invent ICT](#), [IDGC](#) (Industry Disruptors-Game Changers), [European Institute of Innovation and Technology - EIT](#), etc.

We do not have clear data about the number of active startups in Greece. According to the ELEVATE GREECE initiative and their Registered Startups database in Greece, there are 568 startups active. On the contrary, a recent research contacted by the DIANEOSIS<sup>16</sup> indicates that there are **over 1.500 start-ups registered**, and most of them (70%) are offering B2B services. In the Greek ecosystem, there are startups from different industries like Advertising & Marketing (AdTech), Entertainment/Media (Games, Sports, etc.), AgriTech/FoodTech, Environment & Energy (GreenTech, CleanTech, etc.), Art, Cultural & Creative Industries, FinTech - Financial Services (WealthTech), Data Analytics - Big Data, Human Resources, Defence Systems, InsurTech-Insurance, EduTech-Education, LegalTech/RegTech, Life Sciences (MedTech, HealthTech, BioTech, etc.), Retail Tech - E-Commerce FashionTech, Logistics & Transportation, Security, Manufacturing, Travel/Hospitality/Leisure, Maritime, Mobility, Real Estate (PropTech, Construction), other.

According to the DIANEOSIS most of the startups are in Travel/hospitality and leisure industry (13.9%), followed by the ICT sector (9.4%) and AgriFood, Life Science and health, FinTech, and other (8.6% each sector). Detailed segmentation of the ecosystem is presented in Figure 4.

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<sup>14</sup> <https://elevategreece.gov.gr/innovation-ecosystem/>

<sup>15</sup> <https://www.dianeosis.org/wp-content/uploads/2022/01/startups.pdf>

<sup>16</sup> <https://www.dianeosis.org/wp-content/uploads/2022/01/startups.pdf>

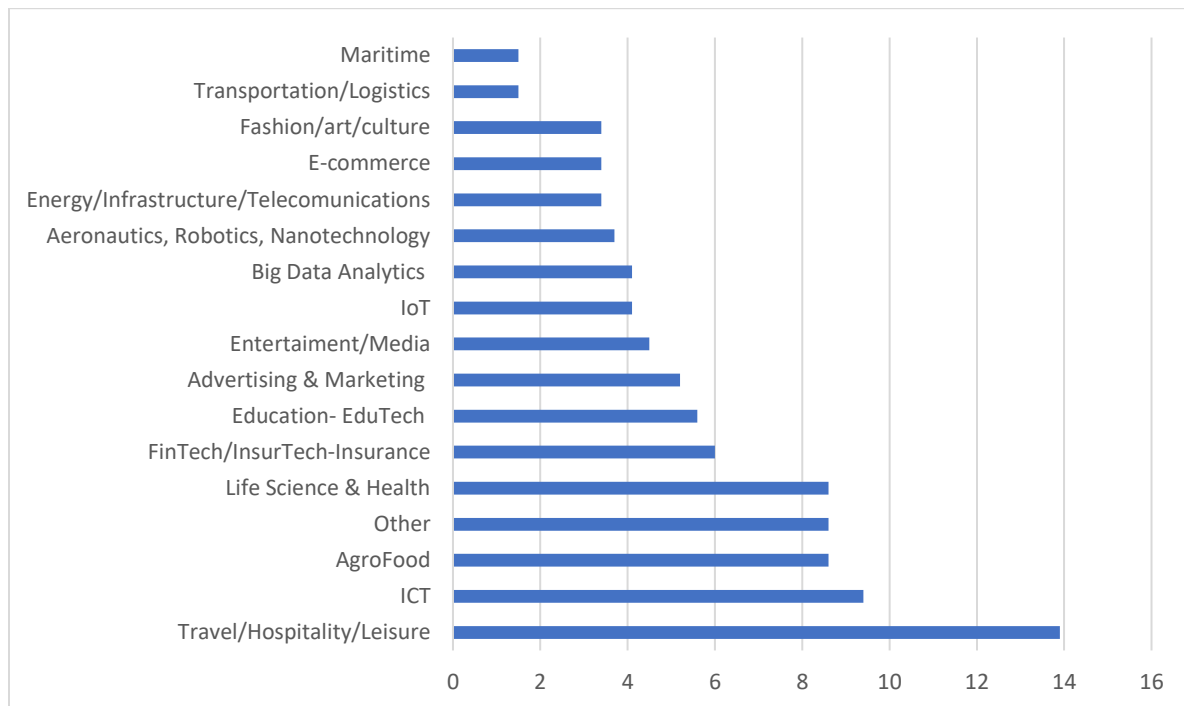


Figure 4 Sectors of startups according to DIANEOSIS research. Source: <https://www.dianeosis.org/wp-content/uploads/2022/01/startups.pdf>



## 2.1.2 Country Profile - Romania



**Population (2021)**<sup>17</sup>: 19,115,146

**Area (2021)**: 230,080 km<sup>2</sup>

**GDP per capita (2021)**: US\$ 14,862

**Unemployment rate (2023)**: 4.8%

**Exports (goods & services, 2020)**: US\$ 92.67B

**Imports (goods & services, 2020)**: US\$ 103.77B

**Global Competitiveness Index 4.0 2019 Ranking**: 64.36 out of 141

### Geographical and economic description of the area

Romania is the twelfth-largest country in Europe. Located in Central and Southeastern Europe, bordering the Black Sea, the country is halfway between the equator and the North Pole. Romania's terrain is almost equally divided between mountains, hills and plains. The Carpathian Mountains stretch 600 kilometres in Romania, forming an arc. They are divided into three main categories, each of these ranges having important distinguishing features.<sup>18</sup> The Danube Delta is the second largest in Europe and the best-preserved one, becoming a World Heritage Site.<sup>19</sup>

The economy of Romania is a high-income economy with a skilled labour force, **ranked 13th in the European Union by total Nominal GDP**.<sup>20</sup> Romania is a leading destination in Central and Eastern Europe for foreign direct investment. Romania is the largest electronics producer in Central and Eastern Europe. In the past 20 years, Romania has grown into a major centre for mobile technology, information security, and related hardware research. The country is a **regional leader in IT** and motor vehicle production. Bucharest, the capital city, is one of the leading financial and industrial centres in Eastern Europe.<sup>21</sup>

The top 10 exports of Romania are vehicles, machinery, chemical goods, electronic products, electrical equipment, pharmaceuticals, transport equipment, basic metals, food products, and

<sup>17</sup> Available at: [Romania | Data and Statistics \(knoema.com\)](https://knoema.com/Romania-Data-and-Statistics)

<sup>18</sup> Available at: [Geography of Romania - Wikipedia](https://en.wikipedia.org/wiki/Geography_of_Romania)

<sup>19</sup> Available at: [What is Romania famous for? – travel drafts](https://www.travel-drafts.com/what-is-romania-famous-for/)

<sup>20</sup> Available at: [Economy of Romania - Wikipedia](https://en.wikipedia.org/wiki/Economy_of_Romania)

<sup>21</sup> [Economy of Romania - Wikipedia](https://en.wikipedia.org/wiki/Economy_of_Romania)



rubber and plastics. Imports of goods and services increased by 9.3%, while exports grew by 7.6% in 2016 compared to 2015. Exports of goods and services were expected to grow by 5.6% in 2017, while imports were seen to increase by 8.5%, according to the CNP (National Prognosis Commission) projections.<sup>22</sup>

Over the past decade, Romania has achieved a remarkable track record of high economic growth, sustained poverty reduction, and rising household incomes. An EU member since 2007, the country's economic growth was one of the highest in the EU during the period 2010-2020.<sup>23</sup>

Like the rest of the world, Romania has been profoundly impacted by the COVID-19 pandemic. In 2020, the previously cited source indicates that the economy contracted by 3.9 percent and the unemployment rate reached 5.5 percent in July before dropping slightly to 5.3 percent in December. Trade and services decreased by 4.7 percent, while sectors such as tourism and hospitality were severely affected. Hard-won gains in poverty reduction were temporarily reversed, and social and economic inequality increased.

The pandemic has exposed the vulnerability of Romania's institutions to adverse shocks, exacerbated existing fiscal pressures, and widened gaps in healthcare, education, employment, and social protection. Poverty increased significantly among the population in 2020, especially among vulnerable communities such as the Roma, and remains elevated in 2021 due to the triple hit of the ongoing pandemic, poor agricultural yields, and declining remittance incomes.

### Innovation Landscape in Romania

According to the global Innovation index<sup>24</sup>, and in terms of innovation performance, Romania belongs to the upper-middle-income group, and the innovation performance was in-line with the level of development in the country for 2020. Romania holds the **46th position** out of 131.

Romania has significant labour shortages, and the government plans to grant more permits to foreign workers. The energy prices have increased substantially, and the government introduced measures to reduce their burden on businesses, but companies were nevertheless significantly impacted. It is also worth noting that the number of SMEs per inhabitant (29 per 1000 inhabitants in Romania) has been well **below the EU average of 58 SMEs per 1000 inhabitants**.<sup>25</sup>

The R&D expenditure in Romania is still deficient, accounting for 0.47% of GDP (well below the national target of 2% and the EU average of 2.12%).<sup>26</sup> The cited source states that the developments in access to finance have been mixed. There was a slight **increase in the number**

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<sup>22</sup> Available at [Economy of Romania - Wikipedia](#)

<sup>23</sup> Available at: [Reforms Key to Romania's Resilient Recovery \(worldbank.org\)](#)

<sup>24</sup> Global Innovation Index Database, Cornell, INSEAD, and WIPO (2020). Available at [https://www.wipo.int/edocs/pubdocs/en/wipo\\_pub\\_gii\\_2020.pdf](https://www.wipo.int/edocs/pubdocs/en/wipo_pub_gii_2020.pdf)

<sup>25</sup> SME Performance Review 2021/2022 - Romania country sheet (2022). Available at [DocsRoom - European Commission \(europa.eu\)](#)

<sup>26</sup> [DocsRoom - European Commission \(europa.eu\)](#)





of SMEs that did not apply for loans (77% in the first part of 2021), thus limiting themselves to internal resources and company growth. On the positive side, the funding of Romanian start-ups has become more sustainable and diversified.

Despite certain positive developments in the business environment related to making it easier to start a business and pay taxes, Romania ranked **55th in the Doing Business 2020** report, thus having dropped by 14 places in this ranking since 2014.

The Specific Support to Romania – Starts-ups, Scale-ups and Entrepreneurship in Romania Report issued by the European Commission (2017) listed **Entrepreneurship in education** among the recommendations for measures and instruments to strengthen the Romanian entrepreneurship ecosystem and accelerate the growth of its innovative start-ups (please see the figure below).<sup>27</sup>

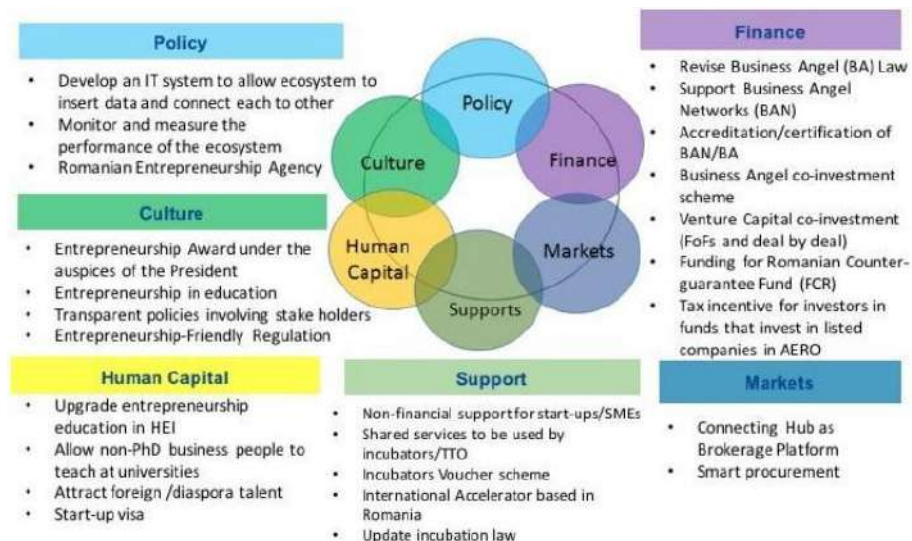


Figure 5 Snapshot of the PSF Panel recommendations for the entrepreneurship ecosystem in Romania Source: PSF Panel

## Digital Entrepreneurship profile of the country

Romania scored **64.36 points out of 100 on the 2019 Global Competitiveness Report** published by the World Economic Forum.<sup>28</sup> The report comprises 98 variables from data from international organisations and the World Economic Forum's Executive Opinion Survey. The variables are organised into twelve pillars, with the most important including institutions; infrastructure; ICT adoption; macroeconomic stability; health; skills; product market; labour market; financial

<sup>27</sup> European Commission (2017) Specific Support to Romania – Starts-ups, Scale-ups and Entrepreneurship in Romania Report. Available at [KI-AX-18-008-EN-N.pdf \(europa.eu\)](https://ec.europa.eu/erasmus-plus/en/activities/specific-support-to-romania-start-ups-scale-ups-and-entrepreneurship-in-romania-report)

<sup>28</sup> The Global Competitiveness Report 2020, available at: [https://www3.weforum.org/docs/WEF\\_TheGlobalCompetitivenessReport2020.pdf](https://www3.weforum.org/docs/WEF_TheGlobalCompetitivenessReport2020.pdf)



system; market size; business dynamism; and innovation capability. The GCI varies between 1 and 100; a higher average score means a higher degree of competitiveness.<sup>29</sup>

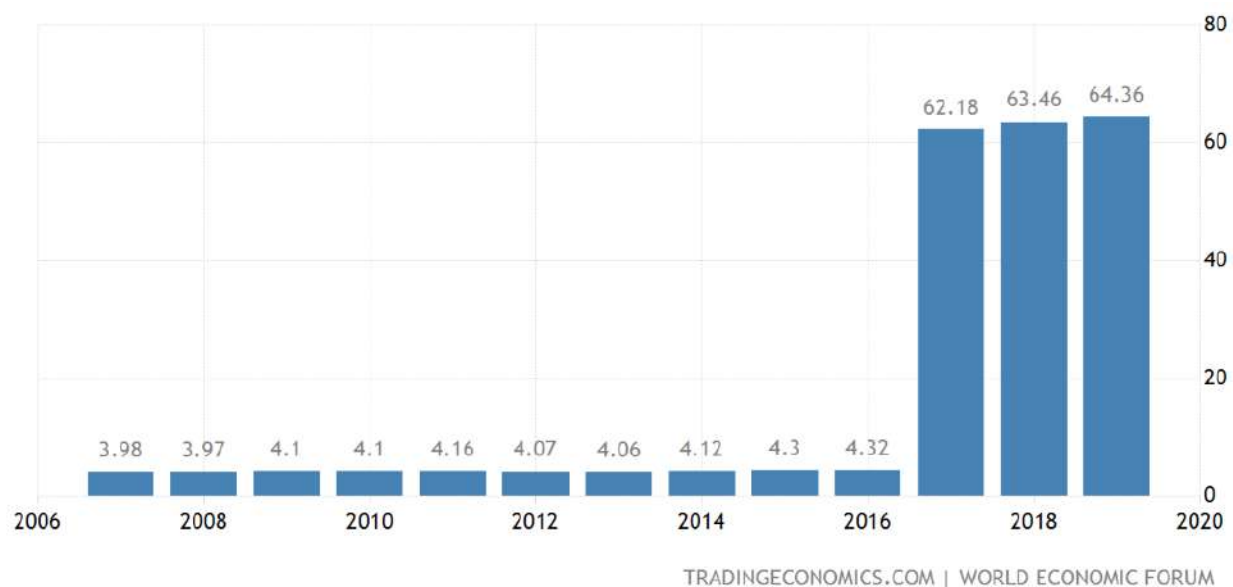


Figure 6 Global Competitiveness Index - Romania

As a country, **Romania is struggling with a generally low level of digitalisation** according to the Digital Economy Society Index for 2021 (DESI), finding itself the 27<sup>th</sup> out of 27 Member States (MS), having a comparatively better score in terms of the Connectivity dimension (10<sup>th</sup> out of 27<sup>th</sup> MS) but lagging significantly behind in terms of the Integration of Digital Technologies (25<sup>th</sup> out of 27 MS), Human Capital (26<sup>th</sup> out of 27 MS) and Digital Public Services (27<sup>th</sup> out of 27 MS) dimensions of the ranking.

<sup>29</sup> Available at: [Romania Competitiveness Index - 2022 Data - 2023 Forecast - 2007-2021 Historical \(tradingeconomics.com\)](https://tradingeconomics.com/romania/global-competitiveness-index)

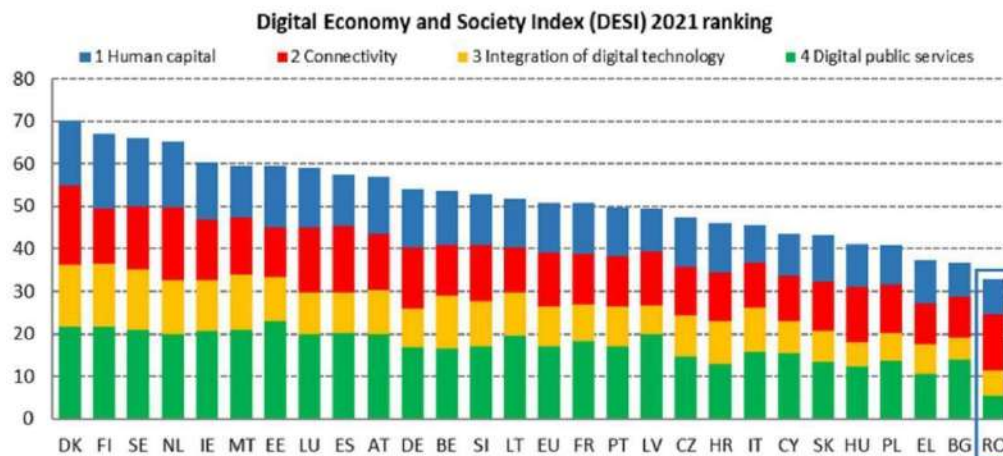


Figure 7 Digital Economy Societal Index 2021 (DESI 2021) - Overall ranking of EU member states<sup>30</sup>

Romania's 28th place in the EU rankings raises fundamental problems in addressing social and economic policies, especially regarding how to design the development of society, the economy, education and public services.<sup>31</sup>

Romania ranks 27th among the 27 EU Member States in the 2022 edition of the Digital Economy and Society Index (DESI). Importantly, its relative annual growth is behind its peers, indicating that it is not converging with the rest of the Member States. The country is lagging for several indicators in the human capital dimension, with a very low level of basic digital skills compared to the EU average, but maintaining its high rankings in the proportion of female ICT specialists in employment (ranking 2nd) and ICT graduates (ranking 4th). The take-up of at least 100 Mbps fixed broadband (57%), and fixed high-capacity network coverage (87%) surpasses the EU average.<sup>32</sup>

The share of SMEs with at least a basic level of **digital intensity (22%)** and the percentage of enterprises sharing information electronically (17%) is the lowest in the EU. The low level of digitalisation and the relatively slow progress prevent the Romanian economy from taking full advantage of the **opportunities offered by digital technologies**. This is further aggravated by the very low level of digital public services for citizens and businesses. The continuation of the COVID-19 pandemic in 2021 and the frequent changes in government (five governments within the last 4 years) represent a particular challenge for the country. **Digitalisation continues to be a key priority of the current government** in power since 25 November 2021, along with simplifying legislation and creating a business-supportive regulatory environment.<sup>33</sup>

## The Romanian Start-up ecosystem

<sup>30</sup> Available online at <https://digital-strategy.ec.europa.eu/en/policies/desi-romania>

<sup>31</sup> Available at: [http://ier.gov.ro/wp-content/uploads/2018/10/SPOS-2017\\_Studiul\\_3\\_FIN/AL.pdf](http://ier.gov.ro/wp-content/uploads/2018/10/SPOS-2017_Studiul_3_FIN/AL.pdf)

<sup>32</sup> Available at: [DESI 2022 Romania eng\\_Y0CxsVwhe20hbiAE4OvH8IYJPg\\_88717.pdf](#)

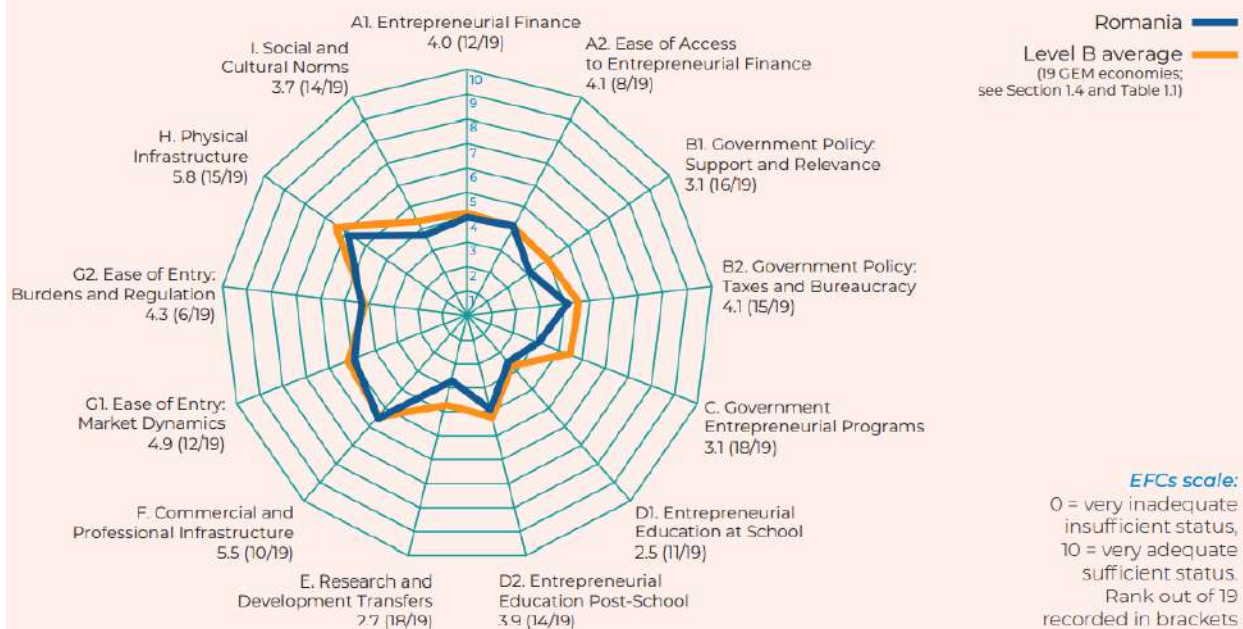
<sup>33</sup> [DESI 2022 Romania eng\\_Y0CxsVwhe20hbiAE4OvH8IYJPg\\_88717.pdf](#)



The Romanian **start-ups represent 99.7% of the total enterprise share**. In 2021, SMEs in Romania grew by 13.3% in value-added and 2.6% in employment, outperforming large enterprises, which grew by 9.8% and 0.9 %, respectively. SMEs in the tourism ecosystem generated strong recovery growth in value added in 2021, increasing by 24.5%, following a decline of 3.8% in 2020. In terms of employment, SMEs in this ecosystem grew in 2020 and 2021 by 0.8% and 2.1%, respectively. Based on data from early 2022, it was expected that this year SME value added and SME employment in Romania would continue to grow by 9.9% and 1.2%, respectively. Still, Russia's war of aggression against Ukraine will affect these estimates.<sup>34</sup>

Paving the way for more new businesses to become established will require commitments to both better **policy and education**: two areas where Romania is currently struggling, according to national experts. The country received relatively low scores on the three governance indicators. Regarding Government Policy, Support and Relevance scored a 3.1, 16th among GEM Level B economies, while Government Entrepreneurial Programs also received a 3.1, 18th among GEM Level B economies (please see the below figure).<sup>35</sup> The low assessment of these two conditions shows that the state needs to generate more positive policies targeted at entrepreneurship. Policies that help new businesses grow and establish themselves will be particularly valuable, such as tax incentives for investments and hiring or matching grants that can persuade lenders to increase their entrepreneurial portfolio.

### EXPERT RATINGS OF THE ENTREPRENEURIAL FRAMEWORK CONDITIONS



<sup>34</sup> SME Performance Review 2021/2022 - Romania country sheet (2022). Available at [DocsRoom - European Commission \(europa.eu\)](https://docsroom.europa.eu)

<sup>35</sup> Available at: [Global Entrepreneurship Monitor 2021/2022 Global Report: Opportunity Amid Disruption \(gemconsortium.org\)](https://gemconsortium.org/)

Figure 8 Expert ratings of the entrepreneurial framework conditions

A longer-term **investment in entrepreneurial education** will also be needed. Romania's 2.5 score on Entrepreneurial Education at School ranked 11th among GEM Level B economies, while a 3.9 score on Entrepreneurial Education Post-School ranked 14th. Unsurprisingly, few Romanians considered they had the skills to start a business. While it takes time and a sustained effort to see the investments in entrepreneurial education pay off, a healthy entrepreneurial sector cannot occur without it.<sup>36</sup> According to Eurostat 2021 Digital Intensity data, **90% of companies in Romania have low digital intensity**, while the percentage with low and very low levels is even higher (99%) compared to only 62% and 90% at the EU level.

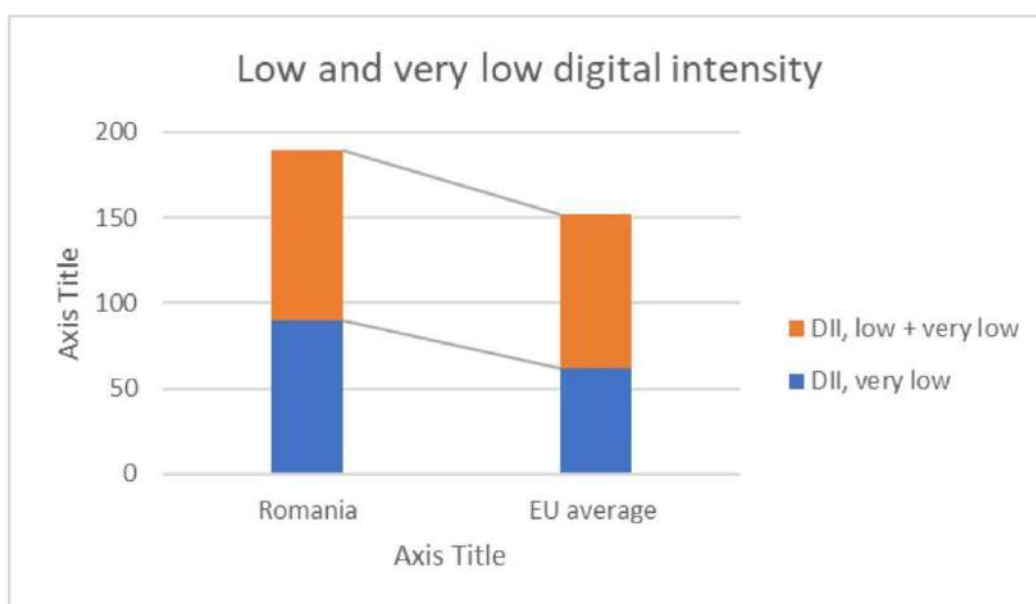


Figure 9 Digital Intensity Index, EUROSTAT (2021) - own processing based on data from Eurostat, Digital Intensity ISOC\_E\_DII\_custom\_2885377

Because Romania holds the last place in the DESI 2021 ranking, it is no surprise that in terms of the **uptake of even basic digital technologies, such as ERP, CRM or cloud**, Romania is lagging behind the EU average (according to Eurostat data, see figure below).

<sup>36</sup> [Global Entrepreneurship Monitor 2021/2022 Global Report: Opportunity Amid Disruption \(gemconsortium.org\)](https://gemconsortium.org/global-entrepreneurship-monitor-2021-2022-global-report-opportunity-amid-disruption)



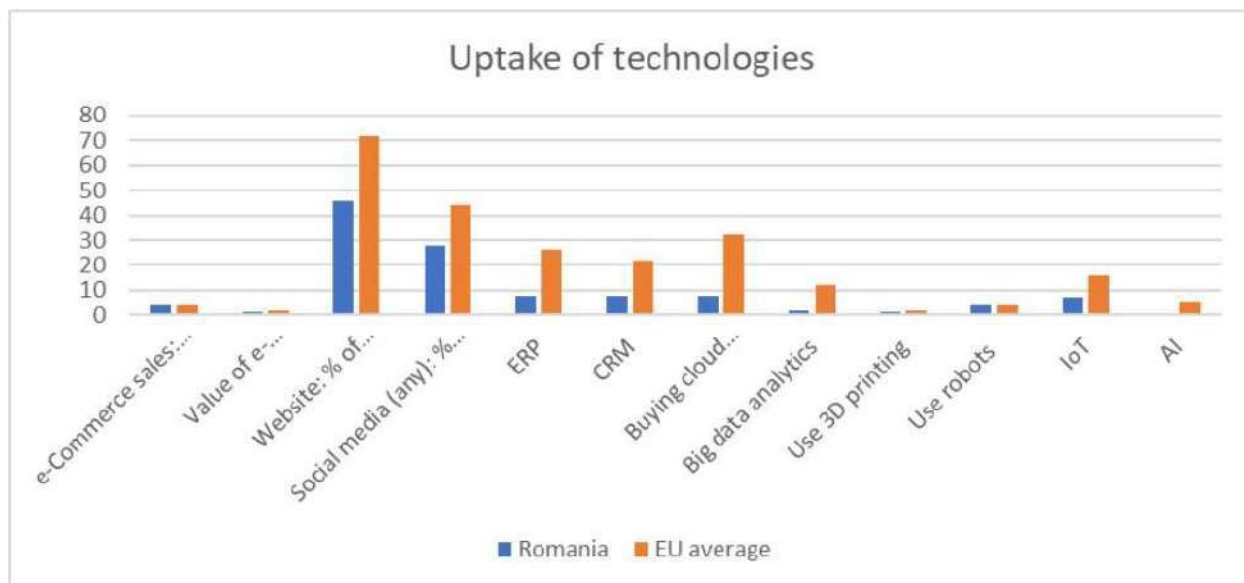


Figure 10 Uptake of digital technologies, EUROSTAT (2021)

## Policies and Strategies related to digital entrepreneurship and transformation

According to DESI (2021), Romania ranks 26<sup>th</sup> out of 27<sup>th</sup> in terms of digital skills and human capital. Therefore it is no surprise that the lack of training in the field also negatively affects the availability of skilled workers for the digitalisation of its sectors.

Several policies and operational programs have been implemented to address the known issues related to the digitalisation of education in Romania. The mentioned policies and programs are dedicated to increasing the training rate for all stages of the educational system. The leading institutions in charge of **digital skills policies** are the **Ministry of Education** and the **Ministry of Labour**.

In addition, the **Authority for the Digitalization of Romania (ADR)** is the national authority coordinating efforts to draft national plans on digital skills, one for citizens and one for public administration.

The **Human Capital Operational Programme (HCOP)** 2014-2020 launched two dedicated calls for proposals to increase employees' digital competencies. These are: (i) 'Digital competencies for SMEs' employees' (available budget EUR 20,000,000); and (ii) 'Digital competencies for big enterprises' employees' (available budget: EUR 10,000,000).<sup>37</sup>

To address the necessary digitalisation of education, in October 2020, the Ministry of Education launched the 2021-2027 **SMART.Edu strategy on the digitalisation of education in Romania**. The

<sup>37</sup> Available at: [The Digital Economy and Society Index \(DESI\) | Shaping Europe's digital future \(europa.eu\)](https://ec.europa.eu/digital-economy/index_en)

strategy's two main strands are: (i) digital skills relevant to the digital transformation; and (ii) developing a high-performance digital education and training ecosystem.

The **draft action plan implementing the 2021-2027 national strategy for inclusion and poverty reduction** refers to developing **digital skills at all levels of education**. The aim is to reduce digital gaps and increase socio-economic inclusion by increasing digital skills and internet use among the general population and disadvantaged groups and by organising training sessions adapted to the needs of each community.<sup>38</sup>

In 2017, the Ministry of Labour, along with the Ministry of Education and the National Authority for Qualification, initiated several legislative amendments to give poorly qualified adults access to training programmes to acquire key competencies. In 2019, the number of unemployed people with a low level of qualification who have received basic or transversal skills training courses was 816, including 95 people under 25 years old and 52 NEETs. Nevertheless, this number is small, considering the size of the Romanian workforce. The National Agency for Employment is also organising **vocational training programmes for registered job seekers to help them acquire IT skills** specific to any fields facing labour shortages. In 2020, the agency delivered 50 training courses on digital skills for 711 jobseekers.<sup>39</sup>

The same source indicates that the public **pre-university educational units are beginning to digitalise in infrastructure**, especially in response to the COVID-19 pandemic.

The **'Safe Education' national programme** (approved by Government Decision No 756/2020) provides endowments for electronic devices for schools. By 1 April 2021, 39,149 tablets, 4,698 webcams and 3,109 computers had been purchased through this programme. The 'School from Home' national programme equips schools with internet-connected electronic devices for online learning for students from disadvantaged environments. Nevertheless, there is still a long way to go to ensure that public schools are well-equipped and have the necessary digital infrastructures to support high-quality training in digitalisation for the future workforce.

Although Romania has a high number of ICT graduates and a high percentage of female ICT specialists, **the country faces a shortage of ICT specialists in the workforce, which might limit its capacity to innovate and capitalise on innovation in time**. Ensuring that ICT graduates stay in Romania and find work there will increase the number of ICT specialists.<sup>40</sup> Additionally, Romania must ensure that the population has minimum software and digital skills.

The digital education of all sectors of the population is mentioned extensively in the **Romanian RRP**, its main objective focusing on increasing the resilience of the education system by modernising education infrastructure and related facilities to ensure participation in a quality,

<sup>38</sup> Stroe, C., & Lincaru, C. (2022). Brief Feature of Poverty and Rural poverty and the Circle of Decline in Romanian Rural Area. *Journal of economic and social development*, 9(1), 25-35. Available at: [JESD 9 1 \(srce.hr\)](https://ec.europa.eu/newsroom/dae/redirection/document/80496)

<sup>39</sup> Available at: <https://ec.europa.eu/newsroom/dae/redirection/document/80496>

<sup>40</sup> <https://ec.europa.eu/newsroom/dae/redirection/document/80496>





modern and inclusive education process. To achieve this, Romania puts forward some reforms and investments, notably reforming the compulsory education system, setting up a professional route, increasing the digital competence for public service and digital education for the citizens, and adopting a legislative framework for the digitalisation of education, digitisation of SMEs and universities and cybersecurity skills for society among others. The key challenges for the Romanian education system are quality, equality and infrastructure. These challenges restrict Romania's ability to build a modern knowledge-based economy and its ability to facilitate social mobility.<sup>41</sup>

**The Romanian Recovery and Resilience Plan (RRRP)** includes measures entirely or partially linked to digital skills. The total budget for digital skills development is about EUR 1,267 million. The reforms and investments mainly address education and digital skills training challenges.<sup>42</sup> Among these are the following:

- Advanced Digital Skills Training Programme for Civil Servants as well as grants schemes dedicated to upskilling/reskilling of employees in firms
- Investment to create new cybersecurity skills for society and the economy
- Funding schemes for libraries to become digital skills hubs to enhance basic digital skills
- Digitisation of universities and their preparation for the digital professions of the future
- Transformation of agricultural high schools into professionalisation centres
- Equipping IT laboratories in vocational education and training (VET) schools
- Online School: Assessment platform and content development to provide an integrated approach to teaching activities online or in special situations
- Digitalised classrooms for the schools with the highest percentage of children at risk of dropout.

### **The digitalisation of businesses and public administration**

**The RRRP also contributes to the digital transition of public administration and businesses.** Measures contributing to digital objectives are present throughout the plan, across the different components and focus on the digitalisation services (including health, justice, environment, employment and social protection) and connectivity, cybersecurity and digital skills.

The business sector is expected to benefit from significant investments aiming to accelerate the digitalisation of both SMEs and large companies with a focus on the development and adoption of advanced technologies (such as blockchain, quantum, cloud computing, and artificial intelligence). An underpinning reform is expected to streamline, simplify and fully digitalise business-related regulatory requirements (such as setting up a company, exit from the market/closure of a business, as well as regulatory requirements for reporting labour market

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<sup>41</sup> <https://ec.europa.eu/newsroom/dae/redirection/document/80496>

<sup>42</sup> Available at: [Proposal for a Council Implementing Decision.pdf \(gov.ro\)](#)



obligations for companies). Still, there are no specific mentions regarding the digitalisation of the building permit system within Romanian municipalities.

The **Authority for Digitalization of Romania** is a relatively new institution, established in the first quarter of 2020, which will also support the digitalisation of businesses and public administration. Following the dissolution of the former Ministry for Communications and Information Society, the ADR has taken over most responsibilities related to the consistent implementation of policies in the field of digitalisation, acting as a common platform and shared expertise resource mainly for public administration. Relevant initiatives launched by the ADR during 2020/2021 include:

- improving the National Electronic System for Online Payments (ghiseul.ro)
- launching the implementation of the Centralised Digital Identification Software Platform (PSCID) project
- conducting analysis and finalising the document on Barriers to the digitalisation of the public and private sector in Romania
- finalising the Public Policy on e-Government, which is the action plan for the following 10 years, establishing a programme of efficient and sustainable measures for the digitalisation of public administration
- starting an inventory of existing digital public services offered by central public administrative authorities. Once finalised, the Registry of Digital Public Services will show which areas/sectors are insufficiently digitalised. It will be possible to identify the new courses of action responding to public institutions' real needs - implementing the IT system for the health registers (RegIntermed) in partnership with the Ministry of Health to advance the digitalisation of the public health system.

On human capital, Romania is well below the EU average. Less than one-third of people between 16 and 74 have at least basic digital skills (56% in the EU), while 35% have basic software skills (EU average: 58%). Only 10% of individuals have above-basic digital skills. Although there was a slight increase in the percentage of ICT specialists, they represent a much lower proportion of the workforce than in the EU (2.4% against an EU average of 4.3%).<sup>43</sup>

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<sup>43</sup> Available at: <https://ec.europa.eu/newsroom/dae/redirection/document/80496>



### 2.1.3 Country Profile - Poland



**Population (2022):** 38,09 million people

**Area (2022):** 312,696 km<sup>2</sup>

**GDP per capita (2022):** \$42,466

**Unemployment rate (2021):** 2,9%

**Exports (goods & services, 2021):** 1316,0 mld PLN

**Imports (goods & services, 2021):** 1323,0 mld PLN

**Global Competitiveness Index 4.0 2019**  
**Ranking:** 68.89 points out of 100

Poland's economy and Gross Domestic Product (GDP) is currently the sixth largest in the European Union by nominal standards, and the fifth largest by purchasing power parity. It is also one of the fastest growing within the Union and reached a developed market status in 2018. The **unemployment rate** published by Eurostat in 2021 amounted to 2.9%, which was **the second-lowest in the EU**. Around 61% of the employed population belongs to the tertiary service sector, 31% to industry and manufacturing, and the remaining 8% to the agricultural sector. Although Poland is a member of EU's single market, the country has not adopted the Euro as legal tender and maintains its own currency – the Polish złoty (zł, PLN).

Poland is the regional economic leader in Central Europe, with nearly **40 per cent of the 500 biggest companies in the region** (by revenues) as well as a high globalization rate. The country's largest firms compose the WIG20 and WIG30 indexes, which are traded on the Warsaw Stock Exchange. According to reports made by the National Bank of Poland, the value of Polish foreign **direct investments reached almost 300 billion PLN** at the end of 2014. The Central Statistical Office estimated that in 2014 there were 1,437 Polish corporations with interests in 3,194 foreign entities.

#### **Innovation Landscape in Poland**

The Polish startup ecosystem, with **its 3000+ startups, 300+ coworking spaces, 130+ VC's, plenty of acceleration programs and tech conferences**, is the most developed in the CEE region. It is a great place to start the business with the plan to expand in the other EU markets. Polish corporations have learned to understand startups and generally are keen on cooperation, as are the many international players active in this market. Many of them run their own accelerators and some have set up Corporate Venture Capital funds.



The **Polish VC market** is just a decade old, but the heavy lifting has been done. Among 130 VC firms, half are currently raising their second or third funds. State funding is finally no longer the only source available to startups in the region. Promising startups searching for up to EUR1 million can easily find experienced investors in the Polish market. However, they still need to look abroad for rounds above EUR1 million.

### **Digital Entrepreneurship in Poland**

In the Digital Economy and Society Index Poland ranks 24th out of the 28 EU Member States, the same as in 2017. It has been making steady progress over time at a pace equal to the EU. In 2017, it improved its ranking in the Connectivity and Human Capital. It has also improved its performance on **Use of Internet, Integration of Digital Technology and Digital Public Services**. Poland has visibly improved in mobile broadband take-up, fast and ultra-fast broadband take-up and has moderately improved in all Human Capital indicators.

### **Incubation/Acceleration landscape in Poland**

Academic Business Incubators is the biggest network of incubators in Poland: **50 incubators located in 24 cities**, most of them involved in a partnership with universities (however not limited to students). Anybody can join the incubator and get access to **AIP mentoring, the network and workshops**. For \$65/month, entrepreneurs can start a company under AIP and get help with accounting, legal regulations, including the exemption from social security fees and income tax.

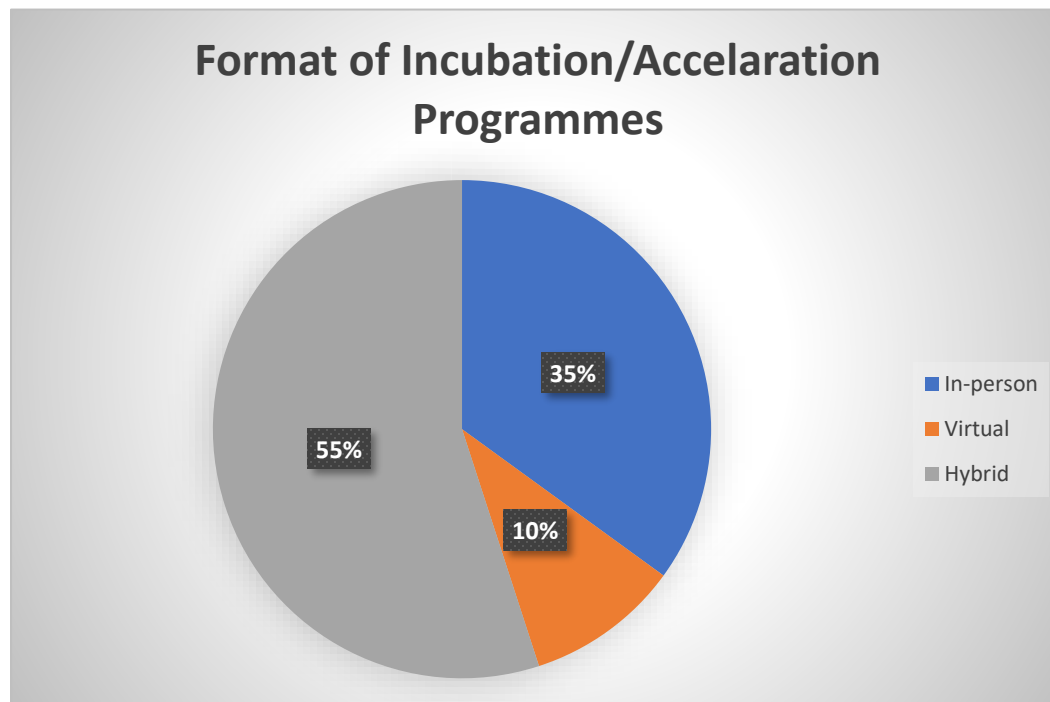
There are also incubators involved in a partnership with corporations:

- **Campus Warsaw Google's flagship startup space** opened up in Warsaw. It's a community hub for entrepreneurs and engineers that involve mentoring, training, networking and events. It's Europe's third Google Campus operated by Google for Entrepreneurs. Their activity history gives a lot of hope for meeting the next milestone in Polish startup development.
- **Hub:raum Incubator & WARP Accelerator** Hub:raum offers acceleration and incubation programs in Cracow. Powered by Deutsche Telekom Group, the institution supports innovative startups from Southern and Central Europe. The incubator program offers mentoring, coworking space, access to Deutsche Telekom assets and both pre-seed and seed funding up to €80k for 10–30% equity. Their accelerator, WARP, covers 5 days of pre-acceleration training and a 5-week long acceleration program. It's dedicated to B2C communication, e-commerce, smart home solutions and similar. It's free and doesn't involve co-ownership.

## 2.2 Existing Incubation/Acceleration Programmes & Initiatives in GR, RO and PL

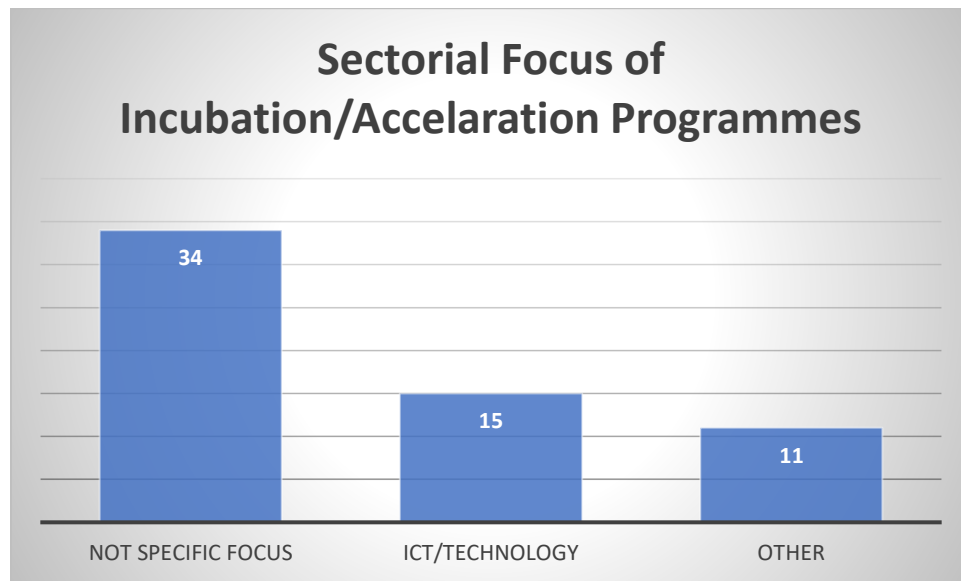
INFUSSE Partnership analyzed the landscape of Digital Entrepreneurship Education, Training and Incubation Programmes to identify success factors, common methodologies and process about the existing incubation/acceleration programmes and initiatives that train students and graduates and upgrade their skills towards digital entrepreneurship. Key information for a wide range of such initiatives, characterized by various digital readiness levels and variety of learning environments, were collected in order the partnership to acquire a clear & common understanding of the usual format, structure, objectives, type of participants, services and impact

In particular, 60 incubation/acceleration programmes & initiatives in Greece, Romania and Poland (20 per country) were identified and analyzed by the partners. Most of the organisation offering incubation/acceleration programmes, provide their services in hybrid format (33 out of 60). 21 out of 60 programmers are offered in-person and only 6 are offered online. (Figure 11)



*Figure 11 Format of Learning Programmes (60 cases)*

With regards to the sectorial focus of the programmes, most of them are not particularly interest in a specific sector (57%). The 25% of the identified programmes are addressed to innovation projects in the field of ICT and technology and 18% of them are focusing on specific sectors, such as: Agrifood, Travel and hospitality, Manufacturing, industry, Energy, Environment, Health, Banking, Science. (Figure 12).



*Figure 12 Sectorial focus of interest for Incubation/Acceleration Programmes*

The identified programmes can be found in [Annex1](#) of the present report. A brief description and key info of the programmes are presented below:



Organisation	Origin	Description	Sector	Format
OK!Thess	GR	The program supports groups of individuals with innovative ideas, at the early stage of their investigation or development.	ICT technologies	In-person
Technopolis Thessaloniki ICT Business Park	GR	Mission of the Incubator is to identify innovative business ideas and to support their commercialization efficiently for the benefit of the shareholders of the company	Horizontal	In-person
VentureGarden	GR	VentureGarden is a comprehensive educational and training program for entrepreneurs that want to develop their skills, gain access to a continuously growing entrepreneurial network and receive hands-on training.	Horizontal	In-person
EIT Jumpstarter	GR	It helps innovators and entrepreneurs build a viable business model around their innovative product or service idea, validate it and if their business idea is proven to be sustainable	Health, Food, Raw Materials, InnoEnergy, Manufacturing, Urban Mobility	Virtual
Generation AG-"New Agriculture New Generation"	GR	It is a program that aims to support business ideas and innovation in the agricultural sector.	Agrifood	Hybrid
Thermi Business Incubator	GR	It operates as a pre-incubator and co-working space. It provides to its members hosting, networking opportunities and consulting services. Members only or open to the public events and workshops are scheduled sporadically to exchange views, knowledge and connections	Technology	In-person
Athens Centre for Entrepreneurship and Innovation (ACEin)	GR	The IDEA project aims at bringing together students from all departments of the AUEB University to formulate entrepreneurial teams and work on specific areas to do so.	Horizontal	In-person
FOUND.ATION	GR	A targeted venture platform for early stage startups	Tech-oriented product and services	Hybrid
CAPSULE T	GR	To offer a rich content which will address the business needs of the participating startups, provide hands on learning opportunities and tools for their ventures as well as guidance on how to scale up their business in the travel & hospitality market	Travel & Hospitality	Hybrid
Mindspace University	GR	Mindspace University is an online 3-month program with two parts (Educational and Entrepreneurial) focused each time on a different specific sector, including entrepreneurship basics whilst organised and delivered by multiple entrepreneurs-mentors and judges from Silicon Valley, Greece and the Balkan area, together with Mindspace volunteers and staff.	Horizontal	Virtual





Organisation	Origin	Description	Sector	Format
ALBA Hub for Entrepreneurship and Odyssea	GR	The program, implemented by AHEAD - ALBA Hub for Entrepreneurship and Development and coordinated by the not for profit organization Odyssea, includes free training and support from Alba	Horizontal	In-person
CISCO	GR	Cisco Incubator is a special educational program designed by Cisco's Customer Experience organization, Cisco Networking Academy Program, and Python Institute to support employability of talented people interested in networking technologies and starting a career in IT.	ICT	Hybrid
Invent ICT	GR	It is a tech incubator, that through a 9-month program that combines educational tools, mentor counselling, and networking opportunities, supports startups and young entrepreneurs who have an idea in the field of Information and communication technology.	ICT	In-person
Archimedes	GR	Archimedes offers personalized consulting services, entrepreneurship training, collaborative workplaces, guidance from market experts (mentoring) and networking with other organisations in Greece and abroad, aiming to accelerate the business process from the idea to the market and the creating sustainable businesses.	Horizontal	In-person
egg	GR	egg – enter•grow•go is a leading business incubation and acceleration programme. It provides opportunities for suitable startup financing, mentoring, commercial operations, networking and extroversion	Horizontal	In-person
National Bank of Greece	GR	The NBG Business Seeds is a program supporting innovative and outward-looking entrepreneurship.	Horizontal	Hybrid
i4G	GR	i4G is a Greek-based Incubator running a seed investment fund for tech and science startups	Horizontal	In-person
HIGGS	GR	The Green and Social Entrepreneurship Incubator is a training and consultancy program, especially designed for social & green entrepreneurship initiatives, with	Green and Social Entrepreneurship	Hybrid
Bizrupt	GR	Its mission is to develop and promote entrepreneurship, mentality and innovative skills, in all age and social groups so that they can achieve a continuous and sustainable development for a better future.	Horizontal	Virtual
Corallia & Prince's Trust International	GR	The vision of the Program remain the same is the continuous training and guidance of young people to develop their business skills and make their dream come true by establishing their own business	Horizontal	In-person
Innovation Labs	RO	Innovation Labs is one of Romania's top startup accelerators. In fact, they have 8 different verticals designed for specific industries such as: Agriculture, Blockchain, Fintech, Health tech, Cybersecurity and more.	Agriculture, Blockchain, Fintech, Health tech,	In-person and virtual



Organisation	Origin	Description	Sector	Format
			Cybersecurity and more	
Carbon Incubator	RO	Carbon Incubator is Romania's top startup incubator program for Gaming companies with a unique approach to indie growth. Carbon believes that for an indie to succeed, long-term nurturing is the ideal path, up to the product's completion.	IT	In-person
StepFwd	RO	Through tailored mentorship, startups will learn the best steps in launching your business, how to scale (inter)nationally and get guidance throughout the funding process.	Horizontal	In-person
CATTIA	RO	Business center, technology transfer and business incubator	Horizontal	In-person
Rubik Hub	RO	-	Horizontal	In-person
CLUJ IT	RO	Cluj IT is a cluster based organization formed of active organizations in the information technology field: providers of software services and solutions, universities and research institutes, public bodies and other catalyst organizations.	IT	In-person
Techventures SRL	RO	This programme provides advice to strengthen professional skills and to connect start-ups with the business environment.	Horizontal	Hybrid
CLUJ STARTUPS	RO	The aim of the programme is to give access to a wide network (investors, mentors, startup founders, event organisers, possible employees etc) for supporting startups.	Horizontal	Hybrid
COMMONS ACCEL	RO	The programme is a mentorship-driven, equity-free accelerator, led by businesspeople that provide advice to solve problems and create innovative solutions for the Business Ecosystem.	Horizontal	Hybrid
Junior Business Academy	RO	"Junior Business Academy - accelerator of labor market integration of new generations of students and graduates innovative entrepreneurs"	Horizontal	Hybrid
Start-Up Centru	RO	The overall objective of the project is to develop entrepreneurship in the Central Region by stimulating entrepreneurial initiative among 300 individuals (unemployed, inactive people, people who have a job and are setting up a business to create new jobs), by supporting the establishment, implementation, support and monitoring of 36 non-agricultural businesses.	Horizontal	In-person
Start-Up Urban	RO	Start-up Urban selected 54 new business projects in cities in the 6 Transylvanian counties of the Central Region, which they are funding individually with a maximum of 39.000 euros under the Romania Start Up Plus funding line.	Horizontal	In-person
CUPA	RO	Within the project, managerial / entrepreneurial and human resource departments will improve their strategic management skills and will be able to implement modern methods and practices in managing the business of their own so they have a direct impact in the development of the economic sectors	Horizontal	In-person



Organisation	Origin	Description	Sector	Format
Techcelerator	RO	Early-stage technology startups accelerator born in Romania in 2018 and backed by GapMinder VC, a 45 mil euro fund.	AI, Fintech	In-person
The Spinoff	RO	The Spinoff is a startup incubator backed by Raiffeisen Bank.	Horizontal	Hybrid
Early Game	RO	EGV's goal is to invest in prospective start-ups in order to jumpstart new industries in the emerging markets of Europe.	Horizontal	Hybrid
Spherik Accelerator	RO	Spherik was the first accelerator launched in Romania whose mission is to connect startups with strategic resources and support the growth of the local ecosystem.	Banking, Consulting, Finance, Education	In-person
Risky Business	RO	Approach based on global best practices combined with our 5+ years working as a team supporting startups and our own experience as founders. Industry and stage agnostic, supporting startups at any stage, from idea to scaling and beyond.	Horizontal	In-person
Impact Hub	RO	Impact Hub Bucharest is an organization that supports the entrepreneurial development of initiatives positively impacting society within a global community	Green Tech, Eco-Innovation	In-person
Google Polska	PL	Google for Startups Accelerator supports selected startups on their path to growth and innovation	ICT technologies	Hybrid
Cracow University of Economics	PL	The aim of the project is to develop the university's offer in terms of the implementation of the third mission, through implementation programs	Horizontal	Hybrid
Leon Kozminski Academy	PL	Kozminski Venture Lab creates and implements innovations for institutions, society, business.	Horizontal	Hybrid
SWPS University	PL	As part of the program, teams of 3 students are supported for a year in the development of an idea for their project / product / service by a team of trainers and business specialists.	Horizontal	Hybrid
Warsaw University of Technology	PL	The Innovation Incubator is a project implemented by the Innovation Management Center and Technology Transfer. It offers several development paths through pre-incubation and incubation programs.	Horizontal	Hybrid
AGH University of Technology and Science – Inno AGH -	PL	The Innovation Incubator is a project implemented by the Innovation Management Center and Technology Transfer. It offers several development paths through pre-incubation and incubation programs.	Horizontal	Hybrid
Idea4Azoty	PL	The Idea4Azoty 2030 is Grupa Azoty's acceleration programme addressed to academic, research and innovation circles, operating independently or in a consortium whose main objective is to enable these entities to present, prepare and carry out the implementation of a business solution.	Synthetic fertilisers /chemical fertilizer	Hybrid
The Karkonosze University of Applied Sciences	PL	The Innovation Incubator is a project implemented by the Innovation Management Center and Technology Transfer. It offers several development paths through pre-incubation and incubation programs.	Horizontal	Hybrid



Organisation	Origin	Description	Sector	Format
KGHM S.A. – Centrum Analizy	PL	Innovation Centre	Horizontal	Hybrid
Cracow University of Technology	PL	The Innovation Incubator is a project implemented by the Innovation Management Center and Technology Transfer.	Horizontal	Hybrid
Start-up Academy	PL	Startup Academy is an organization supporting: young entrepreneurs who want to start and develop their own business, local governments that are ready to locally spread entrepreneurship among young people and large companies that want to increase the effectiveness of their activities and generate innovations using startup tools, methods and techniques.	Horizontal	Hybrid
Start-up Spark (by Łódź Economic Zone)	PL	Startup Spark 2.0 is an acceleration program implemented in Łódź Special Economic Zone in 2017-2021, in cooperation with 12 Partners	Horizontal	Hybrid
Space3ac	PL	Advisory, mentoring and investment services for mature student enterprises and startups.	Horizontal	Hybrid
Impact Poland (by FundingBox)	PL	IMPACT_POLAND (2.0) is a unique, author's startup Acceleration Program, developed by FundingBox Accelerator Sp. z o.o.	Horizontal	Hybrid
AccelUp	PL	Development and implementation of new products in the specific sectors with pre-matched partners	FinTech, InsurTech and Telco	Hybrid
HugeTech	PL	IDEA Global Accelerator (by HugeTECH Sp. z o. o.)	IIoT, Fintech, Biotechnology	Virtual
DGA S.A.	PL	Acceleration course made with industry players, focused on pilot implementations in their industry sites	Industry	Hybrid
MIT Enterprise Forum	PL	Accelerator has a strong track record of transforming innovative, early stage startups into rapidly growing businesses with access to international markets.	Horizontal	Virtual
Alior Bank	PL	RBL_START is an acceleration program of Alior Bank operating mainly in the fintech area for 5 years. It deals with the scouting of innovative projects and mentoring for young companies	Fintech	Virtual
Concordia Design	PL	The goal of the Acceleration Programme is to connect innovative startups with small, medium and large enterprises as well as local government units or local government legal entities that are looking for innovations	Cybersecurity, AI and Smart City	Hybrid



## 2.3 Analysis and Selection of Incubation Good Practices

For the better formation of the INFUSSE Virtual Incubation Programme: “Run a Digital Entrepreneurship Solution against CoVid-19” and the Educators’ Training Path, the Partnership evaluated and analyzed the identified incubation/acceleration programmes in Greece, Romania and Poland, according to pre-selected evaluation criteria. The 60 cases evaluated with a cross-border approach from a HEI partner and an innovation intermediary partner, based on the following set of criteria:

- Overall Quality of the case
- Quality of the case
- Practices used in the case
- Digital Education Fit
- Learning Excellence
- Relevant Digital entrepreneurship Practices
- Impact of the case

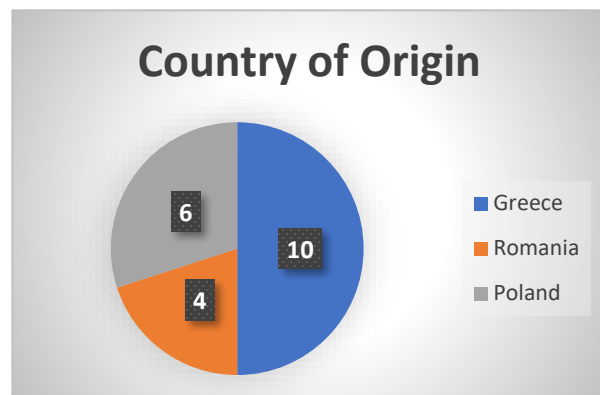
The evaluation methodology is presented in [Annex3](#).

The evaluation of the 60 cases ended up to the selection of the top twenty (20) incubation/acceleration programmes, that INFUSSE approach can be based on for the best development of INFUSSE incubator. The top 30 incubation/acceleration programmes, scoring 60 points, are offered by the Romanian [StepFwd](#) and by the Polish [Warsaw University of Technology](#) and [Start-up Spark](#) (by Łódź Economic Zone) and are followed by the Greek, [Mindspace](#), [egg](#) (Enter Grow Go), and [i4G](#), which scored 60 points. The evaluation of the cases can be found in [Annex2](#).

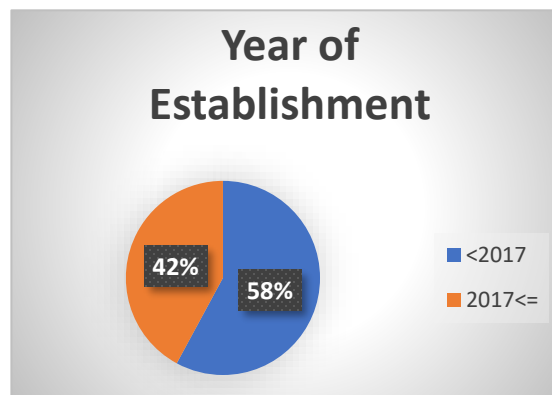
Based on the results, the top 10 incubation/acceleration programmes are based in Greece, 4 in Romania and 6 in Poland. Most of the organisations offering these programmes are established before 2017, but with less than four cycles implemented so far. Twelve of the programmes have a duration of less than 4 months and most of them are not having any specific sectorial focus. Enough programmes emphasize in ICT and new technologies. The main format of the cycles is either in-person or hybrid, but with great digital fit. Some key facts are presented in the graphs below:



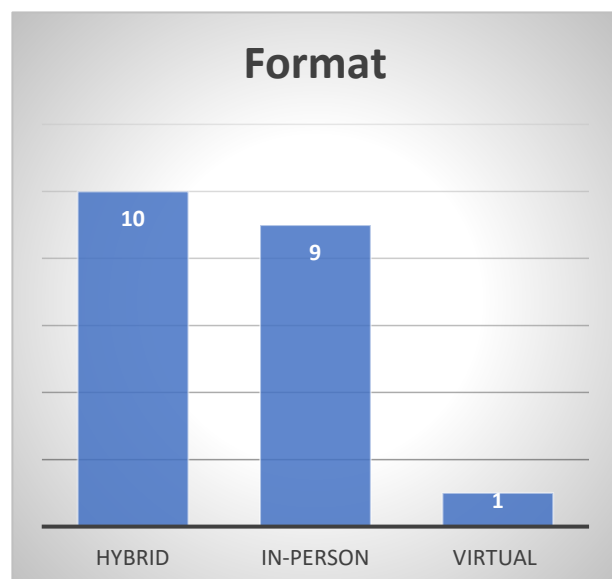
Country of origin of the incubation/acceleration programmes



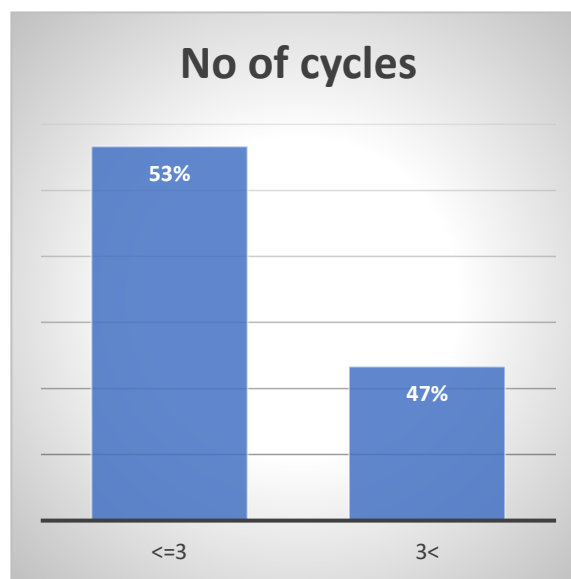
Most of the organisations are established before 2017



Main formats of Incubation/Acceleration programmes

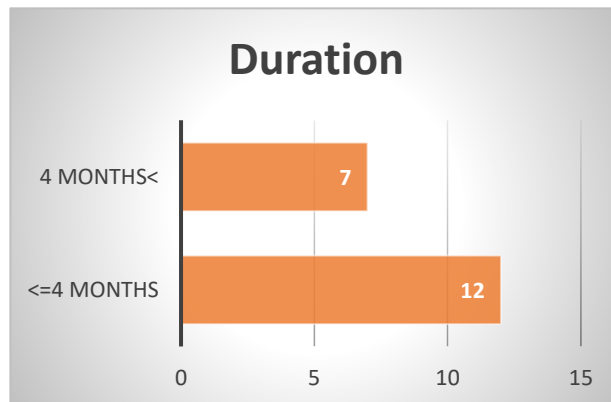


No of cycles have been implemented so far

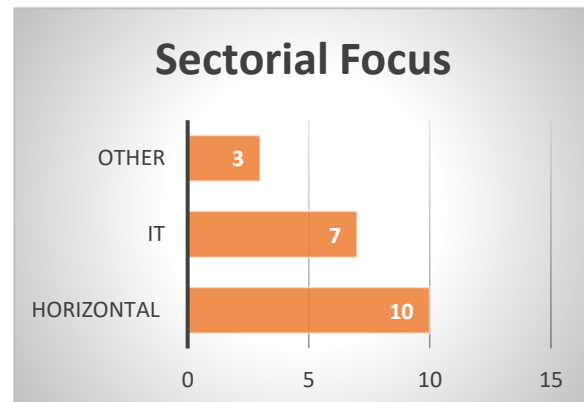




Duration of the incubation/acceleration  
Programmes



Sectorial focus of the  
incubation/acceleration programmes (if any)



With regards to the types of services that are offered from these incubation/acceleration programmes to their participants, most of the selected cases provide common type of services, even if they have differences in the format and duration or the targeted sectors. The most usual services provided are the workshops, seminars, mentoring, networking opportunities and business services. The types of provided services by the 20 incubation/acceleration programmes can be categorized as following:

- |                                 |  |
|---------------------------------|--|
| • Training workshops            | • Industry site visits   |
| • Office Space                  | • Open Innovation Services   |
| • Mentoring/Coaching            | • Business services (Legal, IP, Accounting, etc.)                          |
| • Consultancy/Advisory services | • Professional skills  |
| • Pitching Opportunities        | • Access to Integrated physical and intangible infrastructure and products |
| • Networking Opportunities      | • Success Cases  |
| • Seminars/Webinars             | • Technical services and expertise   |
| • Go-to-market & soft landing   | • Technology Transfer services   |
| • Funding Opportunities         |  |
| • Matchmaking Services          |  |

The services that are offered by the incubators/accelerators are mainly targeting in supporting the participants to improve their businesses and/or develop new concepts, promoting innovation and entrepreneurship. Business services, which concern the various segments for the operation of a company are on the top of the educational topics provided. Digitalisation, digital transformation, digital skills and IT educational topics are also involved in the programmers' educational topics. The training material topics of the incubation/acceleration programmes selected are the following:

- |  |                                   |
|--|-----------------------------------|
| • Business models                        | • Project management              |
| • Customer and product development       | • Business and financial planning |
| • Marketing, digital marketing and sales | • Financials & accounting         |





- |                                     |  |
|-------------------------------------|--|
| ● Market and competition analysis   | ● IT                                   |
| ● Legal training and IP             | ● Attracting Investments               |
| ● Pitching                          | ● Training on human resources          |
| ● Fundraising                       | ● Value Proposition Canvas             |
| ● Entrepreneurship                  | ● Lean startup                         |
| ● Design Thinking                   | ● BMC                                  |
| ● Development of soft & hard skills | ● Training on digital entrepreneurship |

The special characteristics of the programmes are presented in the table below:

- Country of origin
- Sector
- Duration
- Format
- Number of Cycles
- Services
- Educational topics



Organisation	Origin	Sector	Duration	Format	Cycles	Services	Educational topics
StepFwd	RO	horizontal	8 weeks	In-person	2	Training Workshops, Hands-on Sessions, 1-on-1 with Lead Mentors, Speed Mentoring, Investor Meetings, Pitch Practice, Roundtables, Community Sessions, Demo Day	Customer and product development, business models, marketing, sales, startup legal mechanics, fundraising, and pitching
Warsaw University of Technology	PL	horizontal	138 hours	hybrid	3	Practical workshops, online training	Business models, business presentations, competences upgrade
Start-up Spark (by Łódź Economic Zone)	PL	IoT, VR, AR, AI, cybersecurity	6 months	hybrid	2	Mentoring, open innovation services	Entrepreneurship, communication, design thinking
Mindspace University	GR	Horizontal	3 months	Virtual	2	Interactive workshops, virtual classrooms and webinars, Peer to peer networking events with talented youth from multiple countries	Development of entrepreneurial & public speaking skills, Entrepreneurship terms
egg	GR	horizontal	13 months	In-person	9	Mentoring, training, financing, networking, space	Project management, Marketing and communication, Business and financial planning, Intellectual property and legal support
i4G	GR	Technology, Science		In-person		Office Space, Business Services, Networking, Coach & Mentorship, Consultancy, Access to markets	Legal, accounting, IT, market business development, competition, company structure, business planning, sales, investor meetings preparation, human resources
Space3ac	PL	horizontal	6-8 weeks	Hybrid	7	Training Workshops, lectures, consultations, demo day	Basics of business development, business models, technological and business challenges
National Bank of Greece	GR	horizontal	12 months	Hybrid	13	Financial products and services, hosting, training, technical support and mentoring, demo days	Digital Ecosystem & consumer transformation, digital media mapping, Social Media Content strategy, programmatic solutions, mobile and big data, entrepreneurship
CISCO	GR	IT	3 months	Hybrid	6	CCNA R&S Bootcamp, Webinars, Seminars, Professional skills	CCNA/CCNP course as well as advanced technologies, soft skill, Course in Python and Network Automation, which can result in another certification: PCAP – Certified Associate in Python programming
Invent ICT	GR	ICT	9 months	In-person	3	Access to Integrated physical and intangible infrastructure, mentoring, training, demo day, success cases, networking	Technology, market and competition research & analysis, Business plan and feasibility evaluation



Organisation	Origin	Sector	Duration	Format	Cycles	Services	Educational topics
Techcelerator	RO	Fintech, Deep Tech, AI	3 – 6 months	In- person		Strategic partnerships, product marketing, easy access to investors, founders club, sales boost, go-to-market & soft landing, long term assistance	Entrepreneurship, thematic training
OK!Thess	GR	horizontal	4 months	In- person	14	Training workshops, mentoring, networking, access to funding,	Lean startup methodology, basic skills pertinent to entrepreneurship
Google Polska	PL	Technology	3 months	Hybrid		Meetings and workshops with experts, mentoring by Google engineers and external specialists, access to Google products and technical knowledge	Leadership, entrepreneurship, innovation, IT
CAPSULE T	GR	Travel & Hospitality	5 months	Hybrid	5	Workshops and mentoring sessions, local events, pitching opportunities, meetups, industry site visits, networking activities	
Spherik Accelerator	RO	Banking, Consulting, Finance, Education	3 months	In- person		Training Workshops, mentoring	Entrepreneurial education
SWPS University	PL	horizontal	48 hours	Hybrid	3	Training Workshops, consultation	Design and implementation requesting innovation (from creating an idea through an analysis market, creating a recipient profile, financing sources and contact with the investor).
FOUND.ATION	GR	Tech	8 weeks	Hybrid		Tailored coaching, training on service design and pitching , opportunities for networking and exposure to market	Service design, pitching-idea presentation
ALBA Hub for Entrepreneurship and Odyssey	GR	horizontal	12 months	In- person	2	Training Workshops, access to co-working spaces, state-of-the-art prototyping and manufacturing facilities, Mentoring, Co-working spaces, Business support services, Networking, Funding opportunities	Entrepreneurial skills education
CUPA	RO	Horizontal	2 weeks	In- person	5	Training workshops	Strategic management skills, modelling and deploying digital services and products, technical competence, innovation and financing hub
Leon Kozminski Academy	PL	horizontal	6-8 weeks	Hybrid	3	Advisory, mentoring and investment services	Basics of business development, business models, technological and business challenges

## 2.4 Identification of INFUSSE Stakeholder

For the establishment of INFUSSE network and enabling the interaction with potentially high added-value to the project organisations, including HEI incubators, business incubators, accelerators, networks of business angels, EIT, digital innovation hubs and other support structures at local, national, European and international scale, the partnership identified 95 stakeholders from Romania, Poland and Greece.

With particular attention to stakeholders that support new business creation, transnational cooperation and digital innovation, the identification of stakeholders focused on the following key categories:

- Accelerator/ Incubator
- Business Angel, Investors
- EIT Innovation Hub
- Technology Park
- Innovation Hub
- Cluster/Network/Chamber
- HEIs
- LLC
- NGOs

As also depicted in the figure below, most of the identified stakeholders are accelerators/incubators (28), and Innovation Hubs with emphasis in digitalisation, technology and entrepreneurship (20). Particular emphasis was also given to networks of SMEs, clusters, chambers offering innovation services (15) and technology parks (10).

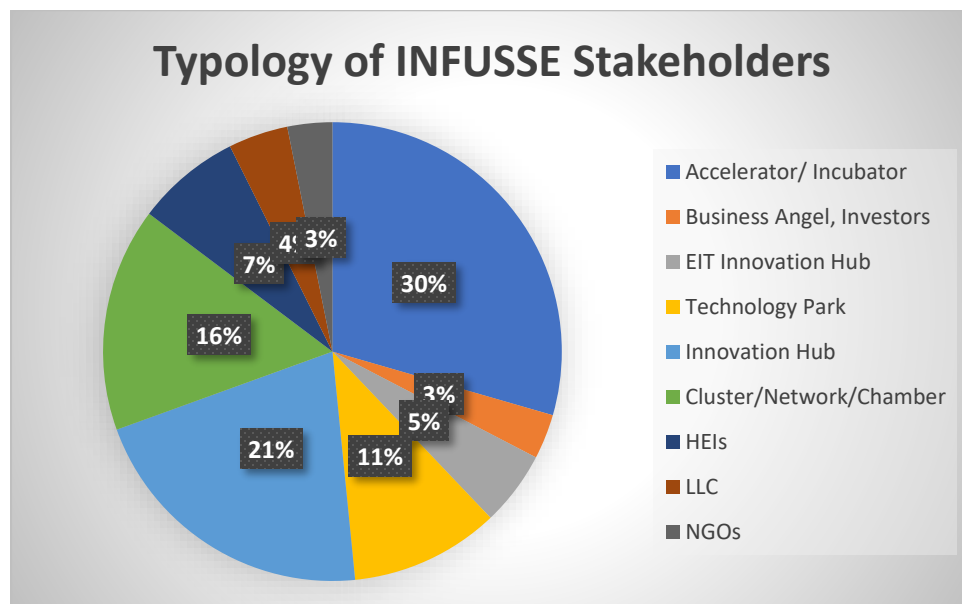


Figure 13 Type of INFUSSE Stakeholders



The identified INFUSSE stakeholders are presented in the table below:

N	Name of stakeholder	Type of organisation	Short Description	Website	Contact
1	Entrepreneurship Hub at ACT	Entrepreneurship Hub	It aims to bridge existing gaps in the entrepreneurial ecosystem and leverage on existing structures. Entrepreneurship is a team sport and the Entrepreneurship Hub acts as the glue to bring ecosystem stakeholders together and provide with a sturdy springboard for entrepreneurial activity to launch.	<a href="https://www.act.edu/academic/s/centers/the-entrepreneurship-hub/about-the-hub">https://www.act.edu/academic/s/centers/the-entrepreneurship-hub/about-the-hub</a>	Anna Baitasi Administrative Assistant E: <a href="mailto:abaitasi@act.edu">abaitasi@act.edu</a>
2	Athens Center for Entrepreneurship and Innovation	Incubation & Acceleration Center	ACEin supports potential young entrepreneurs and researchers in order to turn their innovative entrepreneurial ideas or scientific research results into a sustainable business model and subsequent a start-up company as well as large organisations to tackle specific business problems by collaborating with start-ups and tech-talented people.	<a href="https://acein.aueb.gr/en/about/">https://acein.aueb.gr/en/about/</a>	<a href="mailto:acein@aub.gr">acein@aub.gr</a>
3	Centre for Research and Technology-Hellas (CERTH)	Digital Innovation Hub	CERTH is a leading Research Centre in Greece and in the EU. Climate change, sustainable energy, artificial intelligence, advanced robotics, Internet of Things, holistic approaches to healthcare and nutrition, autonomous vehicles smart cities of the future and circular economy, are the primal fields around which CERTH's five (5) institutes are organized.	<a href="https://www.certh.gr/5B4D1A98.en.aspx">https://www.certh.gr/5B4D1A98.en.aspx</a>	<a href="mailto:certh@certh.gr">certh@certh.gr</a>
4	Aristotle University of Thessaloniki (AUTH)-Technology Transfer Office	HEIs	The Technology Transfer Office operates within the scope of the Research Committee, and supports the University research staff, as well as organizations and institutions in the public and private sector that are interested in collaborating with the University for research and technology transfer matters.	<a href="https://www.rc.auth.gr/Content/Display/RC_TECHNOLOGY_TRANSFER_OFFICE">https://www.rc.auth.gr/Content/Display/RC_TECHNOLOGY_TRANSFER_OFFICE</a>	<a href="mailto:tto@rc.auth.gr">tto@rc.auth.gr</a>
			The mission of the Technology Transfer Office is to use and disseminate the University research results for the benefit of society, through procedures that are consistent with academic principles and codes of conduct.	-	-
5	Technopolis Thessaloniki ICT Business Park	Innovation Hub	Incubator Technopolis Thessalonikis is an integral part of the Park, with its primary objective been to provide the necessary infrastructure, support services and financial support in selected, innovative companies to ensure their success and viability in the marketplace. Mission of the Incubator is to identifying innovative business ideas and to support their commercialization efficiently for the benefit of the shareholders of the company.	<a href="https://www.technopolis.gr/en/pages/incubator">https://www.technopolis.gr/en/pages/incubator</a>	<a href="mailto:info@technopolis.gr">info@technopolis.gr</a>
6	Athnes University of Economics and Business – School of Business	HEIs	The study program of the Department aims at developing graduates with strong analytical skills, technological background and knowledge that will enable them to shape business decisions and participate in business strategies and implementing business organization plans based on the impact of new technologies within the new global business environment.	<a href="https://www.dept.aueb.gr/en/dmst-overview-en">https://www.dept.aueb.gr/en/dmst-overview-en</a>	<a href="mailto:dmst@aub.gr">dmst@aub.gr</a>
7	Career Office UoM	HEIs	The Career Office (CO) has been operating since 1994, focusing on immediate, accurate and effective services to students and new graduates of the University of Macedonia, assisting those who receive its services to manage their knowledge, experience and skills, in order to achieve personal and professional development	<a href="https://dasta.uom.gr/Career/default.aspx">https://dasta.uom.gr/Career/default.aspx</a>	<a href="mailto:career@uom.edu.gr">career@uom.edu.gr</a>
8	Industry Disruptors	Innovation Hub	It is a non-profit/non-governmental organisation that was founded to promote entrepreneurship in Greece, South East Europe and East Med regions.	<a href="http://industrydisruptors.org/index.php/aboutus">http://industrydisruptors.org/index.php/aboutus</a>	<a href="mailto:industrydisruptors.team@gmail.com">industrydisruptors.team@gmail.com</a>



9	InnovationEKT	Innovation Hub	Innovation Hub	<a href="https://innovati.on.ekt.gr/en">https://innovati.on.ekt.gr/en</a>	<a href="mailto:ekt@ekt.gr">ekt@ekt.gr</a>
10	Science & Technology Park of Crete	Science & Technology Park	The Science and Technology Park of Crete (STEP-C) was founded in 1993 by the Foundation for Research and Technology – Hellas (FORTH), one of the largest research organizations in the country, located in Heraklion, Crete.	<a href="https://www.stepc.gr/en/">https://www.stepc.gr/en/</a>	<a href="mailto:inquiries@stepc.gr">inquiries@stepc.gr</a>
11	Academy of Entrepreneurship (AKEP)	Network	It aims to contribute to the acquisition and development of entrepreneurship and professional competences for its beneficiaries: new and aspiring entrepreneurs, teachers and students in VET and Adult education, marginalized groups and low skill adults.	<a href="https://akep.eu/">https://akep.eu/</a>	<a href="mailto:info@akep.eu">info@akep.eu</a>
12	Athens Startup Business Incubator (Th.E.A.)	Digital Innovation Hub	It is one of the most important initiatives of the Athens Chamber of Commerce and Industry (ACCI) for entrepreneurship promotion. It supports innovative new business ideas with a strong extroversion potential.	<a href="http://www.theathensincube.gr/pages/incubator">http://www.theathensincube.gr/pages/incubator</a>	<a href="mailto:info@theathensincube.gr">info@theathensincube.gr</a>
13	Alexander Innovation Zone	Network	It act as magnets for large and small enterprises or research and development departments of large enterprises that need collaborations, high level administrative and scientific executives and a supportive financial and tax environment.	<a href="https://www.thesinnzone.gr/en/what-is-an-innovation-zone/">https://www.thesinnzone.gr/en/what-is-an-innovation-zone/</a>	<a href="mailto:info@thesinnzone.gr">info@thesinnzone.gr</a>
14	THERMI GROUP	Investment Group	THERMI GROUP targets investments that offer sustainability and create value to our Group, our employees and the local communities while following ESG guidelines.	<a href="https://thermi-group.com/en/">https://thermi-group.com/en/</a>	<a href="mailto:info@thermi-group.com">info@thermi-group.com</a>
15	LEFKIPPOS ATTICA TECHNOLOGY PARK	Technology Park	Lefkippos Tech Park was founded by the National Centre for Scientific Research “Demokritos” (NCSR Demokritos), the largest multidisciplinary Research Centre in Greece, as a unique and efficient tool for strengthening the links between public Research Laboratories and the Industry. Lefkippos offers business incubator and accelerator services that support innovative ideas within an academic collaborative environment from discovery to commercialization.	<a href="http://lefkippas.demokritos.gr/about-us/">http://lefkippas.demokritos.gr/about-us/</a>	<a href="mailto:info@lefkippas.demokritos.gr">info@lefkippas.demokritos.gr</a>
16	National and Kapodistrian University of Athens	HEIs	The National and Kapodistrian University of Athens, officially founded in April 14th, 1837, is the first University not only of Greece but both the Balkan peninsula and the Eastern Mediterranean region. NKUA has established "Archimedes - Center for Innovation & Entrepreneurship of NKUA", a Technology Transfer Office & Business Accelerator	<a href="https://en.uoa.gr/">https://en.uoa.gr/</a>	(+30) 210-3688223
17	EIT Digital	EIT Hub	The EIT Digital Venture Program supports entrepreneurial teams from 20 countries with deep tech business ideas to finalise their MVP and start their venture.	<a href="https://thefoundation.gr/2020/04/29/eit-digital-venture-program/">https://thefoundation.gr/2020/04/29/eit-digital-venture-program/</a>	<a href="mailto:info@thefoundation.gr">info@thefoundation.gr</a>
18	National Technical University Of Athens	HEIs	The National Technical University of Athens is structured according to the continental European system for training engineers, with an emphasis on solid background. The duration of courses leading, after the acquisition of 300 credit units to a Diploma, of Master's level, is five years. The valuable work of NTUA and its international reputation are due to its well-organised educational and research system, the quality of its staff and students, and the adequacy of its technical infrastructure.	<a href="https://www.ntua.gr/en/">https://www.ntua.gr/en/</a>	<a href="mailto:mkrok@chemeng.ntua.gr">mkrok@chemeng.ntua.gr</a>
19	INNOVATHENS	Innovation Hub	INNOVATHENS is a modern, open space that aims to foster entrepreneurship and develop digital skills. A meeting hub for people with innovative ideas who want to turn them into a business. Innovathens' business consultants, entrepreneurs, potential investors, academics, researchers and experienced mentors offer their services consistently and with high professionalism.	<a href="https://innovathens.gr/">https://innovathens.gr/</a>	<a href="mailto:Antonis Ikonoumou &lt;antonis.ekonomou@hotmail.gr&gt;">Antonis Ikonoumou &lt;antonis.ekonomou@hotmail.gr&gt;</a>





20	THESSINTEC	Technology Park	Thessaloniki Innovation & Technology Center is a private sector initiative, that combines the involvement of the city's leading industries and institutions, with the Hellenic government's full support.	<a href="https://www.thessintec.eu/">https://www.thessintec.eu/</a>	<a href="mailto:contact@thessintec.eu">contact@thessintec.eu</a>
21	Invent ICT	Incubator	The Institute of Communications and Computer Systems of the National Technical University of Athens (NTUA) and Industry Disruptors Game Changers (ID-GC) have partnered up with the support of the Greek Mobile Operators Association (EEKT), for the creation of INVENT ICT, a tech-incubator based in Athens, Greece. The program, that notably brings together academia and industry, aims to support and launch sustainable ICT companies.	<a href="http://inventict.gr/en/homepage/">http://inventict.gr/en/homepage/</a>	<a href="mailto:info@inventict.gr">info@inventict.gr</a>
22	Iqbility	Incubator	IQbility is an initiative of Quest, a Group of Companies active in the Information Technology, Renewable Energy and Parcel Delivery fields. Their Goal is to identify, incubate and accelerate the development of the highest-potential startups in Greece, through high quality mentorship, valued leadership, experiential education and corporate resources.	<a href="http://www.iqbility.com/">http://www.iqbility.com/</a>	<a href="mailto:info@iqbility.com">info@iqbility.com</a>
23	HIGGS (Higher Incubator Giving Growth & Sustainability)	Incubator	HIGGS  Higher Incubator Giving Growth & Sustainability  is an initiative which aims to reinforce Nonprofit Organizations operating in Greece, through educational and supportive programs and activities that are carried out at its premises.	<a href="https://higgs3.org/">https://higgs3.org/</a>	<a href="mailto:info@higgs3.org">info@higgs3.org</a>
24	The Cube	Incubator	The Cube is a community of people who support innovation, are open to new ideas and, actively work for positive change. They are home to many Greek and international startups, digital nomads, designers, developers and change makers. More than a startup coworking space, accelerator or incubator, they are a where Cube members are encouraged to embrace learning, share expertise, exchange experiences and, celebrate success together.	<a href="https://thecube.gr/">https://thecube.gr/</a>	<a href="mailto:hello@thecube.gr">hello@thecube.gr</a>
25	EIT Innoenergy	EIT Hub	EIT InnoEnergy is the key player within the CEE region, supporting investment at every stage of the journey from classroom to end customer. Universities are an unlimited source of innovation projects. The research that is conducted in the labs and their subsequent products has the potential to change the future trajectory of the energy sector within Europe. The dynamic start up ecosystem within the CEE region highly depends on the dedicated partners and passionate entrepreneurs. To be effective with such demanding challenges in front of us we need believers, who will have strong skills and knowledge, but will also dare to change the current and design with us the future of the region.	<a href="https://www.kinno.eu/en/what-we-do/hub-of-eit-innoenergy">https://www.kinno.eu/en/what-we-do/hub-of-eit-innoenergy</a>	<a href="mailto:info@kinno.eu">info@kinno.eu</a>
26	Orange Grove	Incubator	The Orange Grove is an initiative of the Embassy of the Kingdom of the Netherlands in Athens and its Greek-Dutch partners to help counter youth unemployment and brain drain. Orange Grove is the result of a collective effort of a large group of Dutch and Greek people and organizations: Dutch companies with a long presence in the Greek market, Greek businesses, universities, individuals with links with both countries.	<a href="https://orangegrove.eu/">https://orangegrove.eu/</a>	<a href="mailto:info@orangegrove.eu">info@orangegrove.eu</a>
27	Start Tech Ventures	Business Angel	StartTech Ventures is the investment & incubation arm of the Materializing Innovation Group and has three functions: Seed Fund, Incubator and Business Angel Network.	<a href="https://www.starttech.vc/">https://www.starttech.vc/</a>	<a href="http://www.starttech.eu/contact/">http://www.starttech.eu/contact/</a>
28	The EGG – Enter, Grow, Go	Incubator, Accelerator	The EGG is a joint Corporate Social Responsibility initiative by Eurobank designed and implemented in cooperation with Corallia Cluster, that aims to boost young innovative entrepreneurship and improve employment opportunities for young people. It is an integrated incubation, acceleration and co-working program.	<a href="https://www.theegg.gr/el">https://www.theegg.gr/el</a>	<a href="mailto:info@theegg.gr">info@theegg.gr</a>



29	Corallia Clusters Initiative	Cluster	Corallia Clusters Initiative is the first organisation established in Greece for the structured and systematic management and development of innovation clusters, especially in the sectors of nano, space and gaming technologies. Corallia is hosted at the Research Center "Athena" under the General Secretariat for Research and Technology of the Hellenic Ministry of Education and Religion Affairs, Culture and Sports and it is co-funded by the European Regional Development Fund and National Funds.	<a href="http://www.corallia.org/el/">http://www.corallia.org/el/</a>	<a href="mailto:info@corallia.org">info@corallia.org</a>
30	ATHENS DIGITAL LAB	Tech Innovation Hub	The Athens Digital Lab of the City of Athens is the first municipal, tech innovation hub to support tech ideas that are spun into advanced IoT solutions. To address the real needs of Athens and supply tailored answers to the modern challenges of the city, the development and maturation of these applications is essential. In accelerating Athens' digital transformation, ADL is upgrading the quality of life for both Athenians and visitors.	<a href="https://www.athensdigitallab.gr/en">https://www.athensdigitallab.gr/en</a>	<a href="mailto:info@athensdigitallab.gr">info@athensdigitallab.gr</a>
31	BCR Innovix	LLC	Business Accelerator	<a href="#">Home Page - Innovix</a>	<a href="mailto:office@innovix.eu">office@innovix.eu</a>
32	BT Stup	LLC	Business Accelerator - physical and virtual space dedicated to supporting the entrepreneurial community	<a href="#">BT Stup</a>	<a href="#">Banca Transilvania: Overview   LinkedIn</a>
33	CCIFER (French Commerce Chamber)	organization of businesses and companies	CCIFER is a leader committed to the sustainable development of people, enterprises and Romania	<a href="#">Roumanie   CCI FRANCE ROUMANIE (ccifer.ro)</a>	Executive director Adriana Record tel: +40 (21) 317 12 84; <a href="mailto:adriana.record@ccifer.ro">adriana.record@ccifer.ro</a>
34	EIT Urban Mobility RIS HUB Romania	EIT Urban Mobility RIS HUB	Based on a thorough analysis, EIT Urban Mobility will address eight societal and urban mobility challenges through the activities of the <b>City Club, Academy, Innovation, Business Creation and Factory</b> .	<a href="#">Home - EIT Urban mobility</a>	Alexandra Hîncu, EIT Urban Mobility Romania Hub Manager Contact email: <a href="mailto:alexandra.hincu@iceberg.plus">alexandra.hincu@iceberg.plus</a>
35	EIT Manufacturing Romania Hub	EIT Manufacturing Romanian Hub	Education Innovation and Business Creation in the Manufacturing sector	<a href="#">EIT Manufacturing - European manufacturers together</a>	Raluca Lucăţ, EIT Manufacturing Romania Hub Manager Contact email: <a href="mailto:raluca.lucacat@iceberg.plus">raluca.lucacat@iceberg.plus</a>
36	EDIH: FIT	EDIH	European Digital Innovation Hub Science, technology & engineering	<a href="#">Home of the Digital Innovation Hub</a>	Ionuţ Taţa / <a href="mailto:ionut.tata@iceberg.plus">ionut.tata@iceberg.plus</a> Irina Toma / <a href="mailto:irina.toma@iceberg.plus">irina.toma@iceberg.plus</a>
37	North-East Romania DIH - "Digital Innovation Zone"	EDIH	European Digital Innovation Hub North-East Region   ICT, textiles, medicine, public administration	<a href="#">Digital Innovation Zone   For better business, life and world (digital-innovation.zone)</a>	Lidia Betoaea / <a href="mailto:lidia.betoaea@adnorddest.ro">lidia.betoaea@adnorddest.ro</a> /: 0745466460
38	Danube Digital Innovation Hub	DIH	Digital Innovation Hub	<a href="#">Home - DanubeDIH</a>	Sorin TUDORIU / <a href="mailto:sorin.tudoriu@univ-danubius.ro">sorin.tudoriu@univ-danubius.ro</a> +40740087369
39	CityInnoHub	EDIH	European Digital Innovation Hub - In preparation	<a href="#">Constanta Innovation Hub</a>	Alexandru Bobe <a href="mailto:cityinnohub@univ-ovidius.ro">cityinnohub@univ-ovidius.ro</a> +40743151301



				<a href="#">(CiTyInnoHub)</a> <a href="#">(univ-ovidius.ro)</a>	
40	Cluj IT Cluster	DIH	Digital Innovation Hub - In preparation	<a href="#">Home - Cluj IT cluster</a>	Andrei Kelemen andrei.kelemen@clujit.ro (+4) 0755122057
41	Digital Innovation Hub for Society (DIH4S)	EDIH	European Digital Innovation Hub	<a href="#">www.dih4society.ro</a>	Stelian Brad stelian.brad@clujit.ro
42	Transilvania Digital Innovation Hub - Transilvania DIH	EDIH	European Digital Innovation Hub - In preparation	<a href="#">Digital Innovation Hub – Transilvania (transilvaniadih.ro)</a>	BIANCA MUNTEAN bianca.muntean@aries-transilvania.ro +4 0742225405
43	UNIVERSITATEA DE VEST DIN TIMISOARA	DIH	Digital Innovation Hub - potential	N/A	Dana PETCU petcu@info.uvt.ro
44	Digital Innovation SMART eHUB	DIH	Digital Innovation Hub	<a href="#">Smart eHub – Smart eHub</a>	EMANUELA MODORAN emanuela.modoran@auditco.ro +40722416210
45	RO Tech Nation DIH	DIH	Digital Innovation Hub	<a href="#">RO Tech Nation</a>	Sabina Costache sabina.costache@smeprojects.ro 0722259327
46	Wallachia eHub	EDIH	Digital Innovation Hub	<a href="#">About us   Wallachia Hub (wallachiaehub.ro)</a>	Radulescu Irina Gabriela iri_radulescu@yahoo.com 0722596476
47	BEIA DIH	DIH	Digital Innovation Hub	<a href="#">Beia Grid Institut   NGO (beia-telecom.ro)</a>	George Suciu george@beia.ro +40744914798
48	Romania - Digital Skills and Jobs Coalition:	Education al Program	Digital Skills and Jobs Coalition	<a href="#">Romania Digital Skills and Jobs Coalition   Digital Skills and Jobs Platform (europa.eu)</a>	<a href="#">Contact   Digital Skills and Jobs Platform (europa.eu)</a>
49	Digital and Entrepreneurial Skills for Girls	NGO	In 2021, more than 1.750 education institutions were involved in the educational programs	<a href="#">Digital and Entrepreneurial Skills for Girls   JA Romania</a>	+4021 312 3194 office@jaromania.org
50	Upriserz	LLC	Business Accelerator Online educational platform dedicated to entrepreneurs and labour market professionals	<a href="#">Upriserz</a>	-
51	Romanian research group for corporate finance	NGO	Research	<a href="#">www.rorcf.ro/</a>	+40-744.345.564, office@rorcf.ro
52	Chamber of industry and commerce Mures	Chamber	organization of businesses and companies	<a href="#">www.cciams.ro</a>	+40 265.269.218, office@cciams.ro
53	Chamber of industry and commerce Brasov	Chamber	organization of businesses and companies	<a href="#">www.ccibv.ro</a>	+40-268.547.084, ccibv@ccibv.ro



54	Thinkubator	NGO	Research	<a href="http://www.u2b.umfst.ro/2019/07/11/thinkubator/">www.u2b.umfst.ro/2019/07/11/thinkubator/</a>	+40-265.215.551
55	Business foundation	LLC	Consulting	<a href="https://www.bfconsult.ro/">https://www.bfconsult.ro/</a>	+40-743.111.608
56	Institute of National Economy	Education institution	Research	<a href="http://www.iem.ro">www.iem.ro</a>	+40-744160340, valentinavasilie2009@gmail.com
57	Electro-technical Regional Cluster ETREC	Cluster	Automotive, Mecatronics, Electro-technical	<a href="http://www.etrec.ro">www.etrec.ro</a>	+40-722379211, etrec@electroprecizia.ro
58	Transylvania Aerospace Cluster	Cluster	Aviation	<a href="http://www.tac-ro.ro">www.tac-ro.ro</a>	+40-268 419513, office@tac-ro.ro
59	Cluster Innovative REGIOFA	Cluster	Wood processing, Furniture	<a href="http://www.regiofa.ro">www.regiofa.ro</a>	+40-733059372, regiofa@regiofa.ro
60	Tara Barsei Agro-food Cluster	Cluster	Agro-food	<a href="http://www.cluster-agrofood.ro">www.cluster-agrofood.ro</a>	+40-740277727, sorin.peligrad@casaverdeadunarii.ro
61	IT Plus Cluster	Cluster	ICT	<a href="http://www.itpluscluster.ro">www.itpluscluster.ro</a>	+40-749047087, office@csve.ro/ szabo.karoly@itpluscluster.ro
62	Green energy innovative biomass cluster	Cluster	Renewable energies	<a href="http://www.greenenergycluster.ro">www.greenenergycluster.ro</a>	+40-751090944, greenenergy55@gmail.com
63	Transylvania Lands Cluster	Cluster	Tourism, Creative sector, Agro-food	<a href="http://www.antrecalb.ro">www.antrecalb.ro</a>	+40-722683340, transylvanialands@gmail.com
64	Carpathia Tourism Cluster	Cluster	Tourism	<a href="http://www.tourism-cluster-romania.com">www.tourism-cluster-romania.com</a>	+40-721888555, macedonschi@tourism-cluster-romania.com
65	AGRO FOOD Regional Cluster	Cluster	Agro-food	<a href="http://www.agrofoodcovasna.ro">www.agrofoodcovasna.ro</a>	+40-744560289, agrofoodcovasna@yahoo.ro
66	Silesian Business Incubator	Incubator	The incubator's mission is to create attractive conditions for the development of entrepreneurship for economic and social growth.	<a href="http://inkubator.sl.pl/">http://inkubator.sl.pl/</a>	<a href="mailto:info@inkubator.sl.pl">info@inkubator.sl.pl</a>
67	Białystok Science and Technology Park (BPNT)	Technology Park	The goal of BPNT is to create an infrastructure conducive to increasing innovation among local and regional enterprises and increasing the city's attractiveness for acquiring investments based on modern technologies.	<a href="https://bpnt.bialystok.pl/PL">https://bpnt.bialystok.pl/PL</a>	<a href="mailto:m.jurzyska(at)bpnt.bialystok.pl">m.jurzyska(at)bpnt.bialystok.pl</a>
68	Academic Entrepreneurship Incubator of the Jagiellonian University (AIP UJ)	Incubator	AIP UJ was created for enterprising people who want to run their own startup.	<a href="https://aip.uj.edu.pl/aip-uj">https://aip.uj.edu.pl/aip-uj</a>	<a href="mailto:inkubator@uj.edu.pl">inkubator@uj.edu.pl</a>
69	Hubraum Cracow	Tech incubator	By bringing together early-stage startups and the leading European telecommunications company, hubraum fuels innovation transfer in 5G, AI & IOT technology to create new business opportunities for both sides.	<a href="https://www.hubraum.com/">https://www.hubraum.com/</a>	<a href="mailto:hello@hubraum.com">hello@hubraum.com</a>
70	Incubator of the University of Warsaw	Incubator	The incubator of the University of Warsaw is established to support entrepreneurial attitudes and behaviors in the academic community by enabling the verification of practical scientific, technological and social ideas in cooperation with experienced experts in safe business conditions.	<a href="https://iuw.edu.pl/pl/">https://iuw.edu.pl/pl/</a>	<a href="mailto:kontakt@inkubator.uw.edu.pl">kontakt@inkubator.uw.edu.pl</a>



71	Campus Warsaw - Google for Startups	Accelerator	Google for Startups Accelerator is an over 3-month intensive program that helps young, promising startups expand their business. It includes meetings and workshops with experts, mentoring by Google engineers and external specialists, and access to Google products and technical knowledge.	<a href="https://www.campus.co/warsaw/">https://www.campus.co/warsaw/</a>	Pl. Konesera 10 03-736 Warszawa Polska
72	Dąbrowski Business Incubator (DIP)	Incubator	Dąbrowski Business Incubator is a place that actively supports entrepreneurs from Dąbrowa Górnicza and the region. DIP's mission is to provide comprehensive support for both people starting their adventure with business and business owners.	<a href="https://inkubator-dabrowa.pl/">https://inkubator-dabrowa.pl/</a>	<a href="mailto:katarzyna.pawlowska@inkubator-dabrowa.pl">katarzyna.pawlowska@inkubator-dabrowa.pl</a> 785 656 419
73	Your Startup	Incubator, accelerator	We are helping start-ups to develop, acting as an accelerator and business incubator, providing alternative solutions for people starting or intending to start their own business. In this regard, we offer a support complex for novice entrepreneurs: from providing legal personality, through legal and accounting consultancy and assistance from IT and marketing experts, to premises and a business training system.	<a href="https://twojstartup.pl/">https://twojstartup.pl/</a>	<a href="mailto:biuro@twojstartup.pl">biuro@twojstartup.pl</a>
74	Cracow Technology Park (KPT)	Incubator, Accelerator, Technology Park	With the help of a technology incubator and accelerator, we stabilize, strengthen the market position of the most promising startups and inspire them to develop globally. We provide companies with electronic equipment, specialized software and network infrastructure to expand their capabilities and offer.	<a href="https://www.kpt.krakow.pl/">https://www.kpt.krakow.pl/</a>	<a href="mailto:sbazan@kpt.krakow.pl">sbazan@kpt.krakow.pl</a> Sonia Bazan 690 089 500 <a href="mailto:biuro@kpt.krakow.pl">biuro@kpt.krakow.pl</a>
75	Wrocław Technology Park (WPT)	Incubator, Technology Park	WPT is an institution where companies with various business profiles, operating in many sectors of the market, can develop. At any given moment in their development, they can benefit from whatever support they need. It can only be the rental of office space tailored to the company's needs, or the use of one of our laboratories and prototyping rooms.	<a href="https://www.technologypark.pl/">https://www.technologypark.pl/</a>	<a href="mailto:wpt@technologypark.pl">wpt@technologypark.pl</a>
76	West Pomeranian Business Incubator (ZIP)	Incubator	ZIP is a modern project that will help you set up your own business in Poland quickly and without risk. Do you have an idea for a business, but you don't know how to implement it, develop it into an organized business or turn your startup into a successful, profitable business? Our company will take care of solving the main problems related to running your own business, and will also help in registering a company - full accounting and legal services with minimal financial outlays.	<a href="https://www.zip-inkubator.pl/">https://www.zip-inkubator.pl/</a>	<a href="mailto:biuro.slowianie@gmail.com">biuro.slowianie@gmail.com</a>
77	Poznań Science and Technology Park (PPNT)	Technology Park, Incubator	PPNT is an experienced business partner, offering high-quality R&D services in the field of specialized laboratory analyzes and technology development. The second area of our activity is consulting in the field of innovation implementation and training to support the creative search for solutions. PPNT also offers modern IT services and rental of offices, laboratories and conference rooms. We are the only technology park in Poland with the status of a scientific unit.	<a href="https://ppnt.poznan.pl/">https://ppnt.poznan.pl/</a>	<a href="mailto:ppnt@ppnt.poznan.pl">ppnt@ppnt.poznan.pl</a>
78	BTM Innovations	Accelerator, incubator	Using over a dozen years of consulting and investment experience, comprehensive industry knowledge and administrative and organizational facilities, we successfully support entrepreneurs entering business, build the value of technological concepts and turn them into investment projects for industry players or large investors or products ready for direct commercialization.	<a href="https://www.btm-innovations.pl/akceleratorbtminnovations/">https://www.btm-innovations.pl/akceleratorbtminnovations/</a>	<a href="mailto:projekt@btminnovations.pl">projekt@btminnovations.pl</a>
79	GreenEvo	Incubator	The program aims to provide Polish entrepreneurs with the necessary knowledge and tools for effective expansion into foreign markets. It enables, among others participation in trainings, foreign economic missions and fairs, and also facilitates the establishment of international contacts. Recruitment for the next edition of the Greenevo program will be held in autumn this year	<a href="https://greenevo.gov.pl/pl/">https://greenevo.gov.pl/pl/</a>	<a href="mailto:greenevo@klimat.gov.pl">greenevo@klimat.gov.pl</a>



80	ReaktorX	Pre-acceleration program	ReaktorX is a pre-acceleration program for first-time founders, founded by Diana Koziarska and Borys Musielak. The 10-weeks accelerator helps to find experienced mentors, validate the business idea and get funded. ReaktorX is a part of Reaktor Warsaw project that includes a startup coworking space in Warsaw and networking possibilities.	<a href="http://www.reaktorx.com/">http://www.reaktorx.com/</a>	UL. LEKTYKARSKA 27 / 2 01-687 WARSZAWA
81	Startup HUB Poland	Accelerator	Startup HUB Poland is a non-profit organization that supports Polish and international startups to set their team and develop business in Poland. It offers different acceleration programs as well as organizes conferences and international projects, building the startup ecosystem in the region.	<a href="https://startuphub.pl/">https://startuphub.pl/</a>	<a href="mailto:office@startuphub.pl">office@startuphub.pl</a>
82	Rzeszów Startup Accelerator	Accelerator	Rzeszów Startup Accelerator is aimed at young, ambitious people who have innovative ideas in the field of IoT, automotive, fintech or healthcare industries. The accelerator provides comprehensive support in the form of a series of training to prepare for market entry. Each participant will have the opportunity to present their idea to investors during DemoDay organized at the end of the acceleration. Most promising projects will be assisted in obtaining financing for further business development.	<a href="https://hugetech.pl">https://hugetech.pl</a>	<a href="mailto:biuro@hugetech.pl">biuro@hugetech.pl</a>
83	Puławski Park Technologiczny	Technology Park	The Puławy Science and Technology Park is undoubtedly an instrument for increasing the competitiveness of the Puławy economy, implementing modern technological solutions and managing knowledge and capital resources.	<a href="https://ppnt.pulawy.pl/">https://ppnt.pulawy.pl/</a>	<a href="mailto:biuro@ppnt.pulawy.pl">biuro@ppnt.pulawy.pl</a>
84	Jagiellonian Centre of Innovation (JCI)	Techpark/ RTO	The Jagiellonian Center of Innovation company was established in 2004 by the Jagiellonian University in Krakow with a view to developing and managing the infrastructure of the Life Science Park as well as providing a wide range of services to entrepreneurs and scientists engaged in life sciences. During the years 2009 – 2013, JCI primarily offered such services as laboratory space rental, project grant management as well as providing funding for businesses within the framework of the JCI Venture fund.	<a href="https://www.jagiellonskiecentruminnovacji.pl/en/">https://www.jagiellonskiecentruminnovacji.pl/en/</a>	jci@jci.pl
85	Technopark Gliwice	Technology Park	Currently Technopark Gliwice render services for 75 innovative companies. Technopark has a well-developed offer for students, university graduates and entrepreneurs. Among services addressed to enterprises you can find innovation audits, mentoring and consulting packages and the opportunity to join the Virtual Business Incubator, which allows to register your company at a prestigious address without necessity to rent a room. In our park we focus on supporting academic entrepreneurship.	<a href="https://technopark.gliwice.pl/en/">https://technopark.gliwice.pl/en/</a>	info@technopark.gliwice.pl
86	Silesian Entrepreneurship Incubator	Technology Park	The Silesian Business Incubator is a business environment organization, established by the city of Ruda Śląska, the aim of which is to foster the development of entrepreneurship. It is not profit-oriented. It focuses on creating favorable conditions for the development of companies, especially those which activity is of an innovative character, offering IT and advisory services, co-working, networking, office space, funds for development, training and various events. As a dynamic center of advancement, it develops the areas where business, science and self-government cooperate.	<a href="http://inkubator.sl.pl/">http://inkubator.sl.pl/</a>	info@inkubator.sl.pl
87	Kielce Technology Park	Technology park	The KTP consists of a Cluster of Technological Incubators and a Technology Centre. The first institution has been created for young companies. The strengths of the Cluster of Incubators include: well-equipped and attractively located infrastructure, preferential rental conditions and a wide range of business and development services for start-ups and micro-enterprises. The	<a href="https://www.technopark.kielce.pl/eng/home">https://www.technopark.kielce.pl/eng/home</a>	biuro@technopark.kielce.pl





			Technology Centre offers modern production halls, a laboratory and an office building. The Kielce Technology Park consists of: Centre for Fashion Design, 3D Printing Centre and Energy Science Centre.		
88	Orlen Skylight Accelerator	Accelerator	The Accelerator works on the challenges provided by the Orlen S.A. company - the biggest corporate in CEE and an oil and gas leader in Poland, having branches in Lithuania, Czech Republic and Germany.	<a href="https://innowacje.orklen.pl/PL/Akcelerator/KogoSzukamy.aspx">https://innowacje.orklen.pl/PL/Akcelerator/KogoSzukamy.aspx</a>	<a href="https://innowacje.orklen.pl/PL/Akcelerator/KogoSzukamy.aspx">https://innowacje.orklen.pl/PL/Akcelerator/KogoSzukamy.aspx</a>
89	Wschodni Accelerator Biznesu	Accelerator	The Accelerator is dedicated to ideas for an innovative product or service that can solve problems in the ecological, food, agri-food products, IT / ICT, the Eastern Business Accelerator is the perfect place for you. WAB is dedicated to people from all over Poland who are looking for support in transforming their idea into a thriving business and intend to start their own business in the Lubelskie, Podkarpackie, Podlaskie, Świętokrzyskie or Warmińsko-Mazurskie voivodships.	<a href="https://wab.biz.pl/">https://wab.biz.pl/</a>	<a href="https://www.linkedin.com/company/wschodni-akcelerator-biznesu?originalSubdomain=pl">https://www.linkedin.com/company/wschodni-akcelerator-biznesu?originalSubdomain=pl</a>
90	Techseed	Incubator / Accelerator	We are primarily looking for technological solutions, in particular ideas for a product / service that will respond to the local challenges of the maritime industry. The challenges were implemented as part of the exchange of good practices in the BluAct project: Education (e.g. awareness-raising, training, staffing, promotion, collaboration) Energy (e.g. IT, cybersecurity, digital twin, AI, AR, offshore) Ecology (e.g. CO2 emissions, decarbonisation, sea and beach cleaning, recycling) Information (e.g. promotion, women in the industry, supply chains, identifying residents with the region)	<a href="https://techseed.inkubatorstart.pl/">https://techseed.inkubatorstart.pl/</a>	Sara Miotk <a href="mailto:s.miotk@inkubatorstarter.pl">s.miotk@inkubatorstarter.pl</a>
91	Incredibles	Akcelerator/Seed	The InCredibles mentoring package is several dozen hours and includes individual and group "tailor-made" consultations conducted by recognized founders, investors, advisors and specialists in the field of, among others, management, sales and marketing, strategy, communication, finance and HR.	<a href="https://incredibles.pl/">https://incredibles.pl/</a>	<a href="mailto:press@kulczykinvestments.com">press@kulczykinvestments.com</a>
92	RBL_START	Accelerator	Acceleration program with the aim to select, accelerate, and implement the best ideas in a real business environment. We are powered by Alior Bank - one of the most innovative Bank in Poland. We can also boast the close and fruitful cooperation with PZU Group	<a href="https://www.accelerator.aliorbank.pl/">https://www.accelerator.aliorbank.pl/</a>	<a href="mailto:accelerator@alior.pl">accelerator@alior.pl</a>
93	Poland ClimAccelerator	Accelerator	Poland ClimAccelerator is part of the global program giving start-ups access to innovate, catalyse, and scale the potential of their climate solutions. ClimAccelerator program is supported by EIT Climate-KIC, the biggest network of cleantech and sustainability companies and institutions inside the EU, funded by EIT and Horizon Europe.	<a href="https://accelpoint.com/poland-climaccelerator/">https://accelpoint.com/poland-climaccelerator/</a>	<a href="https://accelpoint.com/contact/">https://accelpoint.com/contact/</a>
94	CHALLENGEIT	Challenge	Novartis, EIT Health InnoStars and EIT Hub Israel joined forces to support and test some of the most exciting solutions that can fundamentally change our healthcare systems in several different ways. Selected start-ups will have the opportunity to test and grow their solutions with the support of global mentors compiled by Novartis, EIT Health InnoStars & EIT Hub Israel.	<a href="https://go-eit.eu/challenge-it-novartis/">https://go-eit.eu/challenge-it-novartis/</a>	Adi Horesh <a href="mailto:adi.horesh@eithubisrael.eu">adi.horesh@eithubisrael.eu</a>
95	FoodTech AC	Accelerator	The programme is concentrated on Food Tech and is backed up by an EU project. In addition to workshops and sessions with mentors, participants can also count on the ongoing support of the accelerator's team. The program takes place in Warsaw.	<a href="https://foodtech.ac/">https://foodtech.ac/</a>	<a href="mailto:info@foodtech.ac">info@foodtech.ac</a>



## 2.5 “Digital Entrepreneurial Education” Stakeholders Needs Analysis

The present section includes the identification of needs of INFUSSE stakeholders through statement-based questionnaires and/or implement semi-structured interviews with a key stakeholders and desktop research. For the identification of Digital Entrepreneurial Education needs in Greece, Romania and Poland the three following categories of stakeholders were targeted:

- HEI incubators, business incubators, accelerators, networks of business angels, EIT, digital innovation hubs and other support structures, networks etc.
- Educators working in those organisations and offering services
- Alumni / Student/ graduates who have participated in incubation/acceleration programmes.

The key findings per country (Greece, Romania and Poland) are presented in the following sub-sections.

### 2.5.1 Stakeholders Needs in Greece

**A)** The first group of stakeholders includes **organisations that offer incubation and/or acceleration services such as HEI incubators, business incubators/accelerators, EIT Hubs, research centers, and competence centers** that are active in Greece and have extensive experience in incubating and accelerating programs.

Some organizations like AIZ offered their training programs online during the pandemic but this format was abandoned because it did not meet the expected outcomes and failed to fulfill one of the organization's major goals. Although the training and coaching sessions were quite successful, the organization noticed that participants did not receive the expected support from the online networking activity for the newly developed startup ecosystem. The same problem regarding the lack of communication had CErTH which used a hybrid format for its programs and Archimedes Center. In their words “it’s relatively difficult to transfer crucial knowledge through distance learning compared to physical presence” and “The institutional environment is rather immature and we need to create cohorts that communicate in person”.

Through these programs, organizations try to support the local startup ecosystem and enhance startup maturation (AIZ, Archimedes, Athens Center for Entrepreneurship and Innovation) or develop Industry 4.0 competencies (I4byDesign, Start for future). In addition, their goal is to create an open innovation ecosystem between SMEs & startups and other triple helix actors through effective technology transfer. The technology transfer unit SPIRA, which is moderated by CErTH, is a newly created program that has not yet defined its impact or expected results.



	Alexander Innovation Zone (AIZ)	CERTH	Competen ce Center i4byDesig n	Start For Future	Archimedes Center	ACEin
<b>Type of organisation</b>	Business incubators Accelerator, EIT Hub	Research Centre	Competen ce Center	HEI incubator, Accelerator, EIT Hub, Digital innovation hub	Accelerator, University accelerator	HEI incubator, Accelerator
<b>Website</b>	<a href="https://thessinnozo.gr">thessinnozo ne.gr</a>	<a href="https://certh.gr">certh.gr</a>	<a href="https://i4bydesign.gr/">i4bydesig n.gr/</a>	<a href="https://startforfuture.eu/">https://startforfut ure.eu/</a>	<a href="https://archimedes.uoa.gr/">https://archimedes. uoa.gr/</a>	<a href="https://acein.aueb.gr">acein.aueb.gr</a>
<b>Establishme nt year</b>	2007	2000	2021	2021	2019	2015
<b>Sectorial focus (if any)</b>	No sectorial focus	No sectorial focus	Industry 4.0	Food, Health, Energy, Mobility, Manufacturing	-	Tech
<b>Programme Title</b>	Next stage	Technol ogy Transfer Unit SPIRA	Learning Lab in various Industry 4.0 technologi es	MATCH & START	Business Acceleration	Yearly Incubation/Accel eration Cycle
<b>Duration</b>	3 months	2 years	Weeks	10 weeks	3X4 months	8 months
<b>Format</b>	In person	Hybrid	Hybrid	Digital	In person	Hybrid
<b>No of cycles so far</b>	2	1	0	4	5	7
<b>No of trainees</b>	15-30 business Teams	Not yet	On demand	35 teams	20	500+
<b>No of educators offering services</b>	7	Not yet	On demand	5	8	20
<b>Provision of Digital Entrepreneu rship training</b>	No	No	Not really	Customer Discovery, Selling Yourself & Your Idea, Prototyping in Hardware & Software, Business Modelling,	No	Yes, same as the physical training
<b>Participation of students or graduates</b>	Mostly graduates	Graduat es	Potentiall y, yes	yes	yes	yes

Table 1: General information about organizations.

To achieve their goals organizations offer **various services** in accordance with their value proposition. The main services that organizations provide are seminars/workshops, and coaching/mentoring sessions. In addition, they organize events like demo days, matchmaking, or networking to enhance participants' extroversion and connect them with investors and industry leaders. As the local ecosystem is quite mature, organizations try to offer more advanced services focusing on legal issues that are related to entrepreneurship. Hence, many organizations offer legal and Intellectual Property services, and liaisoning. As many participants are research or competence centers, they have technology transfer services to transfer technology and other aspects of the commercialization of their research.

	AIZ	CERTH	I4byDesign	Start For Future	Archimedes Center	ACEin
<b>Seminars/Workshops</b>	x	x	x	x	x	x
<b>Coaching/Mentoring</b>	x	x	x	x	x	x
<b>Matchmaking</b>		x	x	x	x	
<b>Open Innovation Services</b>			x			x
<b>Legal Services</b>		x				x
<b>IP services</b>		x	x			x
<b>Accounting services</b>						
<b>Technology Transfer services</b>		x	x		x	x
<b>Demo day</b>	x					
<b>Liaisoning</b>		x				
<b>Networking</b>		x				

Table 2: Main services offered by organizations.

There is an overlap in the **educational topics** that organizations offer as many of them during their programs focus on market and competition analysis, elevator pitching, attracting investments, and entrepreneurial thinking. However, some programs like the program offered by AIZ focus also on the business model canvas, value proposition canvas, and lean startup principles. On the other hand, the program moderated by CERTH which is a research center, is paying attention to business planning, project management, and technology transfer topics. On the contrary, the I4byDesign offers more specialized educational topics that are related to Industry 4.0 and designed to cover their customers' needs. Archimedes center provides a full range of services related to the development of new business models, products and services, including also financial training and training of legal topics. The Athens Center for Entrepreneurship and Innovation offering the most comprehensive range of services, supporting entrepreneurship and innovation and promoting IT and Technology transfer.



	AIZ	CERTH	I4byDesign	Start For Future	Archimedes Center	ACEin
Value Proposition Canvas, Lean startup, BMC	x			x	x	x
Marketing, digital marketing and sales					x	x
Business Planning		x			x	x
Market and competition analysis	x	x		x	x	x
Elevator Pitching	x	x		x	x	x
Financial Management & Accounting				x	x	x
Attracting Investments	x	x			x	
Entrepreneurial thinking	x	x				x
Training on Legal topics					x	
Training on IT						x
Training on HR						
Project Management		x		x		x
Training on Technology transfer		x				x
Specialized programmes on Industry 4.0			x			

Table 2: Educational Topics offered by organizations.

The **main challenges** that local organizations face are financial survival, staff inclusiveness, administrative work and identifying industry needs. AIZ is a public entity so funding each program cycle of the program is one of the main challenges. However, when organizations try to formulate specialized programs, the main challenge is that they cannot identify industry needs so they are unable to formulate a competitive curriculum. In addition, inbound SMEs are not yet convinced about the importance of technological transformation and the opportunities for adopting new digital technologies. Consequently, the trainees need to be open to diverse entrepreneurial mindsets that fit new, niche, and digital markets, be willing to adopt new digital technologies, and/or applications, try to reach a new audience and exploit new business model opportunities. Finally, it is necessary to cultivate their digital and technology literacy to be capable to develop entrepreneurial concepts.

**B)** The second group of targeted INFUSSE stakeholders are **students and graduates** that have participated in incubation/ acceleration programmes. Most participants in the sample hold a bachelor's and master's degree that is related to information systems or focus on digital aspects like digital marketing. Only 2 participants are undergraduate students and have participated in the Next Stage Sustainability Bootcamp program that is organized by the Alexander Innovation Zone (AIZ). Usually, in this program participates 25-30 trainees and has multiple educators that are focusing on different topics. This incubation program is more intense and lasts only 6 days. The other four trainees have participated in the JA Start Up program that is organized by the



Junior Achievement Greece. As this program is in collaboration with universities and the sessions take place throughout the semester each university has one educator who coaches and mentors participants. Hence, the duration of this program is 6 months (one session/meeting per week). The main goal of both programs is to help participants design and evolve their ideas and businesses and have digital entrepreneurship training. However, the Next Stage Sustainability Bootcamp program is focused only on ideas or businesses that promote sustainability.

	Participant 1	Participant 2	Participant 3	Participant 4	Participant 5	Participant 6
<b>Programme Title</b>	JA Start Up	JA Start Up	JA Start Up	Next Stage Sustainability Bootcamp	JA Start Up	Next Stage Sustainability Bootcamp
<b>Organization that provides the Programme</b>	Junior Achievement t Greece	Junior Achievement t Greece	Junior Achievement t Greece	Alexander Innovation Zone (AIZ)	Junior Achievement t Greece	Alexander Innovation Zone (AIZ)
<b>Programme Duration</b>	6 months	6 months	6 months	6 days	6 months	6 days
<b>Format of the programme</b>	In-person	In-person	In-person	In-person	In-person	In-person
<b>No of trainees</b>	35-40	35-40	35-40	25-30	35-40	25-30
<b>No of educators</b>	1	1	1	4	1	4
<b>Digital Entrepreneurship training</b>	YES	YES	YES	YES	YES	YES

Table 3: Students' general information about the participating program.

The two programs provide similar **services**, mainly focusing on seminars/workshops, coaching/mentoring services, and matchmaking events. Consequently, they cover similar **educational topics** like the value proposition canvas, lean startup, BMC, market and competition analysis, marketing, digital marketing, and sales focusing on assumptions validation and experiment design, elevator pitching, financial management & accounting, and attracting investments.

A key **challenge** that one participant mentioned is related to the idea and pinpoints the lack of entrepreneurial thinking. The team entered the program by having an initial idea that added value to customer's everyday life, however, they haven't the required input to further support and develop their idea by relying on up-to-date statistical and market data. In other words, they did not have the necessary entrepreneurial skills. Another challenge is about the project management as they were unable to segment the required tasks and projects to formulate and execute their idea. In addition, they faced some challenges in specific educational topics like business plan development, and business model formulation. In the first case, they believe it would be helpful for the program to provide participants with a business plan template that detailed describes the required sections. As far as the challenge that is related to the business model, they mentioned that the programme should focus more on the business model canvas elements as they are the source of their competitive advantage and the differentiating point from





the competition. Finally, even though both programs were held in person, participants mentioned that they faced a communication challenge between team members and trainees.

A main outcome from the analysis is that all participants enhance their knowledge by participating in these programs either by advancing their existing marketing plan, by defining the risks of their idea, or by understanding how business model canvas works. However, as far as the communication and presentation gains there are different points of view. Some participants (3 out of 6) mentioned that through this process they improved their communication and presentation skills. On the contrary, the other half of the participants mentioned that they wished these types of skills to be further improved as are vital for the pitching session. Furthermore, they mentioned that they would like to improve their skills and knowledge regarding financial management as many investors focus on the financial aspect of the idea. Finally, they mentioned that they wish they could improve their qualitative skills and analytical skills to be able to formulate a questionnaire and extract knowledge from it.

Participants' **recommendations** are structural changes and initiatives that will improve communication and collaboration. The first structural change is about the supporting material and the explanation that the program gives to specific topics. Participants want all the topics to be explained in detail and be accompanied by the necessary supporting material. Given the fact that mentoring sessions are very important, participants want these sessions to be well-designed and receive regular and detailed feedback from their mentors. In addition, they want the programs to include more communication/collaboration initiatives not only between team members but also between participants as these activities can enhance the idea and underline missing or underdeveloped aspects.

As far as students' **expectations** from an online program they are focused on the communication and collaboration aspects. More specifically, they mentioned that by participating in an online incubating or accelerating program, they expect to be more interactive as all participants can use collaborative digital tools that will help them enhance the outcome of this process. Hence, they want digital tools that will support each educational topic. As it is an online program they expect that they will collaborate and have coaches from different countries as the geographical barriers do not exist. This way the program will become more inclusive an aspect that is requested from participants.

**C)** The last stakeholders group includes **Educators and/or service providers** that collaborate with organisations and provide incubation/acceleration services. The participants in the survey are educational staff in Universities in Athens and Thessaloniki and offers services in HEIs acceleration/incubation programmes. Some of them are responsible for running the HEI programme, as well. They are experts in various fields, such as entrepreneurship, Economics, Technology transfer and IT. Information about four different incubation/acceleration programmes, that mainly engage students and graduates, is present in the table below. All the



programmers are offered by Greek Universities (National and Kapodistrian University of Athens, University of Macedonia and National Technical University of Athens).

	Participant 1	Participant 2	Participant 3	Participant 4	Participant 5	Participant 6
<b>Organisation</b>	Archimedes Center	Archimedes Center	Archimedes Center	UoM	NTUA	UoM
<b>Website</b>	<a href="https://archimedes.uoa.gr/">https://archimedes.uoa.gr/</a>	<a href="https://archimedes.uoa.gr/">https://archimedes.uoa.gr/</a>	<a href="https://archimedes.uoa.gr/">https://archimedes.uoa.gr/</a>	<a href="https://www.uom.gr/">https://www.uom.gr/</a>	<a href="http://www.ntua.gr">www.ntua.gr</a>	<a href="https://www.uom.gr/">https://www.uom.gr/</a>
<b>Programme Title</b>	Business Acceleration	Business Acceleration	Business Acceleration	course entrepreneurship	Science Agora	Teen business school
<b>Duration</b>	3X4 months	3X4 months	3X4 months	semester	30/6/2022-30/11/2023	24 hours
<b>Format</b>	In person	In person	In person	In person	Hybrid	In person
<b>No of Cycles</b>	5	5	5	8	0	12
<b>No of trainees</b>	20	20	20	300	20	375 total
<b>No of educators</b>	8	8	8	1	20	8
<b>Digital Entrepreneurship training</b>	yes	yes	yes	n/a	no	yes

Table 3: Educators' general information about the participating program.

All the programmes offers seminars and workshops, and most of them **services**, such as coaching/mentoring, Matchmaking and IP services. The services offered by the National Technical University of Athens also include Open Innovation Services, Legal services and Technology transfer services. The common **educational topics** of the programmes identified enlisted below:

- Value Proposition Canvas, Lean startup, BMC
- Marketing, digital marketing and sales
- Business Planning
- Market and competition analysis
- Elevator Pitching

Some of the programmes also provide training on HR, Technology Transfer, Legal topics, Entrepreneurial thinking, Financial Management & Accounting.

According to the educators, the main **challenges** that are facing during the service provision in the programmes is the lack of interest and focus from the side of the participants, since they devote restricted time to such programmes. In addition, one educator referred to the obsoleted



educational programme which needs to be updated and offers more solutions to the participants. Lastly the transformation of the mindset of participants towards entrepreneurial thinking is among the key challenges that educators should address. With regards to the skills that students and graduates should improve, these are their extroversion, ability to cooperate, delegation mindset and IT literacy.

Most of the educators are positive in a **potential digital transformation of the programme**, having as main expectations from such a format to create bigger interest of young people, improve the process, offer more flexibility and utilize technology as a tool for startups to solve problems. One of the key issues highlighted is the cultivation of the culture to the teaching methods in order to inspire the students. One professor highlights the obstacles in the communication and willingness of students to open up that should be taken into consideration to a potential digital format of an incubation/acceleration programme.

### 2.5.2 Stakeholders Needs in Romania

**A)** Our sample includes **higher education incubators, business incubators, SMEs and digital innovation hub** that are active in Romania and **have extensive experience in incubating and accelerating programmes**. The programs that these institutions make available are addressed to a wide segment of users, from students / graduates, to young people without a related academic environment, who have a business idea.

Of the three centers analyzed, Junior Business Academy (JBA) and Innovation Labs offer training programs in hybrid model, as a result of the measures imposed during the COVID-19 pandemic.

Within JBA, online courses were organized with practical activities in physical format, in which students / graduates were able to form their business ideas, and develop them into a real business together with the mentors and teachers trained in the project. So far, no needs have been identified that they could not solve, but as the programme is part of a European funded project, the main challenge was to comply with all the reporting requirements.

Innovation Labs, on the other hand, launched a series of registrations of business ideas, valid from December 2022 to February 2023. The previous series involved the selection of the most innovative business ideas and the realization of innovative entrepreneurship courses. The identified problems consisted in the difficulty of finding specialists with experience in the field, in order to carry out certain practical activities. At the same time, there is a lack of skilled trainees with innovative ideas.

Carbon Incubator does not conduct digital entrepreneurship courses in any format.

The BOWI technology accelerator for TRL advancement (10 months duration, hybrid format) could be implemented in a digital format with no special needs, only an online platform, as all the materials and methodology can be easily adapted for digital training. The accelerator could help participants gain a business mindset, and turn challenges into opportunities. Other identified conditions are the technical support necessity and market orientation.

Because of the challenge to organize a physical format event for a slightly large audience, identified by the Entrepreneurial Discovery Process (EDP) organizers, a digital transformation of the programme would be more than welcomed. Furthermore, the future digital programme should have engaging content, digital co-creation tools (Mindmaps, Brainstorm, etc.) and a program redesign, by recreating the commercial strategy, improving exposure.

	EIT Manufacturing RIS Hub Romania	FIT EDIH	Iceberg Plus	Junior Business Academy	Innovation Labs	Carbon Incubator
<b>Type of organisation</b>	SME	Digital Innovation Hub	SME	HEI	Digital innovation hub	Business incubator
<b>Website</b>	<a href="https://www.iceberg.ro/eit-manufacturing">https://www.iceberg.ro/eit-manufacturing</a>	<a href="https://digitalinnovationhub.fit/">https://digitalinnovationhub.fit/</a>	<a href="https://www.iceberg.ro/">https://www.iceberg.ro/</a>	<a href="https://u2b.mfst.ro/jba/">https://u2b.mfst.ro/jba/</a>	<a href="https://www.innovationlabs.ro/">https://www.innovationlabs.ro/</a>	<a href="https://carbon-incubator.com">https://carbon-incubator.com</a>
<b>Establishment Year</b>	2020	2020	2005	2022	2013	2016
<b>Sectorial focus (if any)</b>	Manufacturing	Digitalization	Entrepreneurship	Digital/innovation entrepreneurship	No sectorial focus	Games incubator
<b>Programme Title</b>	Pre-Acceleration Programme	BOWI technology accelerator for TRL advancement	Entrepreneurial Discovery Process (EDP)	INNOTECH	Empowering tech founders	GIVE YOUR GAME PROJECT A CARBON BOOST
<b>Duration</b>	2 months	10 months	3 months	18 months	Months	Weeks
<b>Format</b>	Hybrid	Hybrid	In- Person	Hybrid	Hybrid	-
<b>No of cycles so far</b>	-	-	-	0	10	5
<b>No of trainees</b>	9	4	30	Over 300	teams from 18 universities in 8 cities	On demand



	EIT Manufacturing RIS Hub Romania	FIT EDIH	Iceberg Plus	Junior Business Academy	Innovation Labs	Carbon Incubator
<b>No of educators offering services</b>	12 trainers and 11 mentors	4	5 trainers and 5 mentors	15	30	On demand
<b>Provision of Digital Entrepreneurship training</b>	Yes	Yes	Yes	Yes	Yes	No
<b>Participation of students or graduates</b>	Both	Both	Both	Mostly students	Mostly students	Mostly graduates

Table 1: General information about organizations.

The main services that organizations provide are online courses, Hackathons, seminars/workshops, Techtalks, pitch sessions, and coaching/mentoring sessions.

	EIT Manufacturing RIS Hub Romania	FIT EDIH	Iceberg Plus	Junior Business Academy	Innovation Labs	Carbon Incubator
<b>Seminars/Workshops</b>	x		x	x	x	
<b>Coaching/Mentoring</b>	x	x	x	x	x	x
<b>Matchmaking</b>					x	x
<b>Open Innovation Services</b>		x	x			
<b>Legal Services</b>						
<b>IP services</b>					x	x
<b>Accounting services</b>				x		
<b>Technology Transfer services</b>			x	x	x	x
<b>Demo day</b>	x	x	x			x
<b>Liaisoning</b>					x	x
<b>Networking</b>	x	x	x	x	x	

Table 2: Main services offered by organizations.



	EIT Manufacturing RIS Hub Romania	FIT EDIH	Iceberg Plus	Junior Business Academy	Innovation Labs	Carbon Incubator
Value Proposition Canvas, Lean startup, BMC	x	x	x	x	x	
Marketing, digital marketing and sales						
Business Planning	x	x	x	x	x	
Market and competition analysis			x	x		
Elevator Pitching	x	x	x			
Financial Management & Accounting	x	x		x		
Attracting Investments	x	x	x			
Entrepreneurial thinking			x	x	x	
Training on Legal topics						
Training on IT	x	x			x	
Training on HR						
Project Management			x	x		
Training on Technology transfer			x	x	x	

**B)** The second group of targeted INFUSSE stakeholders are **students and graduates** that have participated in incubation/ acceleration programmes.

The participants in the applied questionnaire are students at the UMPHST in Targu Mures, Romania and other Romanian HEIs. Over 300 students or graduates from the Central area of Romania participated in the JBA program, where they were trained by over 15 trainers in various fields. The duration of the theoretical and practical activities lasted approximately 6 months. The main goal of this program is to transform innovative entrepreneurial ideas into start-ups, which generate new jobs.

The trainees found it difficult to attend all the modules, because of their busy schedules. One of the trainees identified he would like to improve his digital business plans drafting skills shortly. The expectation from a fully digital programme would be to have the option to learn in a self-paced manner. The same trainee pointed out that he needs to have a better understanding of financing to fund the work-in-progress project efficiently.

In the future, there should be more SMEs to benefit from and be supported by the programmes. In addition, the trainees should follow as close as possible the requirements of the programme, steps that the educators should also enforce on the selected SMEs so that the trainees will understand the reporting procedures needed for each phase of the program. The educators could engage more often with the trainees, for the trainees to have specific needs addressed and to





reach out more easily when in need. This would help to incentivize participation and engagement in the program overall.

On the other hand, one of the trainees emphasized the challenges to understand how to tackle the digital approach to the medical field (where direct contact with the patient is very important) and to monetize the digital medical services. The challenge was partly addressed by understanding to better adapt the classical medical services to the digital environment.

	Participant 1	Participant 2	Participant 3	Participant 4	Participant 5	Participant 6
<b>Programme Title</b>	Innotech	Innotech	Innotech	2022 Industry 5.0 Pre-Accelerator	BOWI Technology Accelerator	eHealth Entrepreneurial Discovery Process
<b>Organization that provides the Programme</b>	JBA	JBA	JBA	EIT Manufacturing RIS Hub Romania	FIT EDIH	Iceberg Plus
<b>Programme Duration</b>	36 months	36 months	36 months	2 months	10 months	3 months
<b>Format of the programme</b>	Hybrid	Hybrid	Hybrid	Hybrid	Hybrid	In- Person
<b>No of trainees</b>	Over 300	Over 300	Over 300	9	4	30
<b>No of educators</b>	12	12	12	12 trainers and 11 mentors	4	5 trainers and 5 mentors
<b>Digital Entrepreneurship training</b>	YES	YES	YES	YES	YES	YES

*Table 3: Students' demographics and general information about the participating program.*

The incubation programmes' services, mainly focusing on seminars/workshops, coaching/mentoring services, and matchmaking events. Thus, the main topics covered by the program are related to Value Proposition Canvas, Business Planning, Market and competition analysis, Financial Management & Accounting, Entrepreneurial thinking, Project Management, Training on Technology transfer (Table 4).



	Junior Business Academy	EIT Manufacturing RIS Hub Romania	FIT EDIH	Iceberg Plus
Value Proposition Canvas, Lean startup, BMC	X	X		X
Marketing, digital marketing and sales		X	X	X
Business Planning	X			
Market and competition analysis	X		X	X
Elevator Pitching				
Financial Management & Accounting	X			
Attracting Investments				
Entrepreneurial thinking	X			X
Training on Legal topics		X	X	X
Training on IT				
Training on HR		X	X	X
Project Management	X			
Training on Technology transfer	X			

Table 4: Main educational topics per programme.

The main challenges identified by the participants in the project are:

- lack of activities in the HR field;
- small digital marketing application;
- time management skills.

On the other side, key best practices identified by the participants are: Face to face interaction, Good implication from mentors, Good mentoring skills.

**C)** The last stakeholders group includes **Educators and/or service providers** that collaborate with organisations and provide incubation/acceleration services. All the educators have extensive knowledge and experience in project management. The main topics addressed by them are related to Value Proposition Canvas, Business Planning, Market and competition analysis, Financial Management & Accounting, Entrepreneurial thinking, Project Management, Training on Technology transfer. Although the educators at Carbon Incubator have rich experience in the field of digital entrepreneurship, due to the specificity of the incubator, they do not offer courses to participants.

EIT Manufacturing Pre-Acceleration Programme's mentor identified the need of having better participant management. The mentor claims they had all the resources and skilled educators to deliver a qualitative 2-month Pre-Acceleration Programme in the Manufacturing industry. Still, they need to improve the activities organising, to meet the participants' schedules. Having this challenge addressed by using an online tool could be a key to better efficiency. Supporting the digital transformation of similar programmes in the future.



The Pre-Acceleration Programme mentor also indicated that a future digital programme's primary focus should be on shaping clear topics and outcomes, creating an engaging learning experience and having a meaningful evaluation methodology. Regarding his skills, the mentor added he is well satisfied with his skills and would like to be better prepared for specialized audiences, as the participants proved to have great expertise and relevant backgrounds, technical and business-wise. In the digital transformation of the programme, he would like to gain more Presentation (graphic design) and storytelling skills.

	Educator 1	Educator 2	Educator 3	Educator 4	Educator 5	Educator 6
<b>Programme Title</b>	Innotech	GIVE YOUR GAME PROJECT A CARBON BOOST	Empowering tech founders	Pre-Acceleration Programme	BOWI Technology Accelerator	Entrepreneurial Discovery Process (EDP)
<b>Organization that provides the Programme</b>	JBA / UMPHST	Carbon Incubator	Innovation Labs	EIT Manufacturing RIS Hub Romania	FIT EDIH	Iceberg Plus
<b>Programme Duration</b>	4 Months	-	7 months	2 months	10 months	3 months
<b>Format of the programme</b>	hybrid	-	hybrid	Hybrid	Hybrid	In- Person
<b>No of trainees</b>	Over 300	-	25	9	4	30
<b>No of educators</b>	12	-	30	12 trainers and 11 mentors	4	5 trainers and 5 mentors
<b>Digital Entrepreneurship training</b>	YES	-	YES	YES	YES	YES

In the case of the 2 educators from the centers that offer digital entrepreneurship courses (JBA and Innovation Labs), the following challenges were identified:

- Activities reporting according to the European reporting requirements.
- Establishing and following a reliable calendar for all participants.

The key best practice are:

- The development of start-ups and the creation of new jobs among students.
- Developing relationships with mentors, who have the necessary experience to help start-ups.
- The development of the national market of video games and the increase of interest among young people.



### 2.5.3 Stakeholders Needs in Poland

**A)** The first group of stakeholders includes **organisations that offer incubation and/or acceleration services with main focus on HEI incubators**. They are very active in Poland in the domain of incubation programs:

- Puławski Park Technologiczny,
- Inno AGH,
- Poznan University of Life Sciences.
- Krakowski Park Technologiczny (KPT)
- EIT InnoEnergy
- Start-up Spark (ŁSSE)

All of them deliver more mature incubation, acceleration and seed stage services. They are usually targeting alumni and PhDs, though sometimes they also include students. They are mostly hybrid, with some digital elements and include some topics related to digital entrepreneurship.

	Puławski Park Technologiczny	Inno AGH	Poznan University of Life Sciences	KPT	EIT InnoEnergy	ŁSSE
<b>Type of organisation</b>	SME	HEI	HEI	SME/SPV	European Accelerator/investor	Public
<b>Website</b>	<a href="http://www.ppnt.pulawy.pl">www.ppnt.pulawy.pl</a>	<a href="https://www.innoagh.pl/">https://www.innoagh.pl/</a>	<a href="http://www.up.poznan.pl">www.up.poznan.pl</a>	Kpt.krakow.pl	Innoenergy.com	
<b>Establishment year</b>	2007	2010	1870	2009	2009	2009
<b>Sectorial focus (if any)</b>	Manufacturing	Acceleration programs, spin-off, commercialisation of research	University, education	Gaming, Industry 4.0., IoT, ICT	Energy	IoT, IoE
<b>Programme Title</b>	Strefa Pomysłodawcy 4.0	Strefa Pomysłodawcy 4.0	Strefa Pomysłodawcy 4.0	Digital Dragons	Highway	Start up Spark
<b>Duration</b>	6 months	6 months	6 months	4 months	6 months	6 months
<b>Format</b>	Hybrid	Hybrid	Hybrid	Hybrid	Hybrid	Hybrid
<b>No of cycles so far</b>	4	4	4		4	4
<b>No of trainees</b>	25	25	25	20	25	25
<b>No of educators offering services</b>	12 trainers and 10 mentors	12 trainers and 10 mentors	12 trainers and 10 mentors	8	12 trainers and 10 mentors	12 trainers and 10 mentors



	Puławski Park Technologiczny	Inno AGH	Poznan University of Life Sciences	KPT	EIT InnoEnergy	ŁSSE
<b>Provision of Digital Entrepreneurship training</b>	Yes	yes	yes	Yes	yes	yes
<b>Participation of students or graduates</b>	Both students or graduates	Both students or graduates	Both students or graduates	Both students or graduates	Both students or graduates	Both students or graduates

Table 1: General information about organizations.

To achieve their goals organizations offer various **services** in accordance with their value proposition. The main services that organizations provide are: training/mentoring/consultancy, and organize demo days, and networking events. They also offer technology transfer, digitalization, and access to finance services. One of them offers basic legal service/training, EIT InnoEnergy offers IP services and all of them offer networking and contacts. But for example EIT InnoEnergy does not perform demo days and none of them offers technology transfer services or accounting services.

	PPT	Inno AGH	PULS	KPT	EIT InnoEnergy	ŁSSE
<b>Seminars/Workshops</b>	x	x	x	x	x	x
<b>Coaching/Mentoring</b>	x	x	x	x	x	x
<b>Matchmaking</b>					x	x
<b>Open Innovation Services</b>						
<b>Legal Services</b>				x		
<b>IP services</b>					x	
<b>Accounting services</b>						
<b>Technology Transfer services</b>	x		x			
<b>Demo day</b>	x	x	x	x		x
<b>Liaisoning</b>						
<b>Networking</b>	x	x	x	x	x	x

Table 2: Main services offered by organizations.

95% of the cases are digital entrepreneurship cases, that is why organizations provide wide range of training related to this way of doing business:

- Startup mindset workshop
- Open innovation workshop
- Design thinking and needs identification
- Solution definition



- Lean canvas workshop
- The R&D ecosystem and access to funding
- Industry success stories
- Validating solutions
- Feedback after validation

Only KPT has its program solely targeting digital entrepreneurs. Therefore, almost all their services are directed to digital entrepreneurship and related topics.

EIT InnoEnergy is more classical oriented, with industrial cases being the main focus. Similar is the focus for Start-up Spark, who excel in matching startups with industry players.

Therefore, the content of the programs is different. They all though have basic entrepreneurship trainings and validations of business model, value proposition for the customer, and product development.

	PPT	Inno AGH	PULS	KPT	EIT InnoEnergy	LSSE
Value Proposition Canvas, Lean startup, BMC	x	x	x	x	x	x
Marketing, digital marketing and sales				x	x	
Business Planning	x	x	x	x	x	x
Market and competition analysis					x	x
Elevator Pitching	x	x	x	x	x	x
Financial Management & Accounting	x	x	x	x	x	x
Attracting Investments	x	x	x	x	x	x
Entrepreneurial thinking	x	x	x	x	x	x
Training on Legal topics					x	x
Training on IT						
Training on HR				x		
Project Management	x	x	x	x		x
Training on Technology transfer	x	x	x			
Specialized programmes on Industry 4.0				x		x

Table 3: Main educational topics per programme.

The main **best practices** arised from the questionnaires are enlisted below:

- Educators with previous experience in manufacturing/digitalization mentoring services
- Realizing to students that there are plenty of resources (skilled people willing to help) that can be used to grow businesses and innovate at the regional/national level.
- Educators with previous experience in manufacturing/digitalization mentoring services
- Direct matching with industry players (for more matured start-ups). The venture building model, implemented by LSSE, involves industry experts in the lifetime of the building of the product and the business case.
- Financials, or training on how to show the start-ups the investors perspective.





**B)** The second group of targeted INFUSSE stakeholders are **students and graduates** that have participated in incubation/ acceleration programmes. Participants have a very diverse academic background. One participant is a postdoctoral researcher. All of them have participated in the program Strefa Pomysłodawcy 4.0, organized by PPNT, InnoAGH, UPP. Usually, in this program there are 25 trainees and have multiple educators and mentors that are focusing on different topics. Most programmes last for 6 months. The main goal of the program is to help participants design and evolve their ideas and businesses and digital entrepreneurship skills during many workshops.

	Participant 1	Participant 2	Participant 3	Participant 4	Participant 5	Participant 6
<b>City</b>	Bobrek	Kobyle	Poznań	Cracow	Skawina	Cracow
<b>Country</b>	Poland	Poland	Poland	Poland	Poland	Poland
<b>Academic background</b>	nd	Bachelor's degree Master's degree	Phd	Finance and Accounting	Engineering	Economics
<b>Programme Title</b>	Strefa Pomysłodawcy 4.0	Strefa Pomysłodawcy 4.0	Strefa Pomysłodawcy 4.0	Academic Incubator UJ	Industry Lab	Alior Incubator
<b>Organization that provides the Programme</b>	PPNT, InnoAGH, UPP	PPNT, InnoAGH, UPP	PPNT, InnoAGH, UPP	University of Jagiellonia	DGA S.A.	Alior Bank
<b>Programme Duration</b>	6 months	6 months	6 months	6 months	6 months	3 months
<b>Format of the programme</b>	hybrid	hybrid	hybrid	In person	hybrid	digital
<b>No of trainees</b>	25	25	25	100	20	30
<b>No of educators</b>	12 trainers & 10 mentors	12 trainers & 10 mentors	12 trainers & 10 mentors	15	6	3
<b>Digital Entrepreneurship training</b>	YES	YES	YES	YES	YES	YES

Table 4: Students' demographics and general information about the participating program.

Key **challenges** that the participants mentioned are related to:

- understanding of financial problems, calculating costs,
- personal schedule, attendance all the modules,
- technology set-up (develop products by producing self-made components)
- Motivating the team (if more than 1 person), to participate in all planned activities of the programme. Team management was mentioned also by another participant.
- Financing the startup
- Presenting and public speech
- Preparing and understanding investors
- Legal and its details

Key additional **needs** for such programs as Strefa Pomysłodawcy 4.0 according to the learners are: more hours of advice on the selected topic, mentoring on development of the particular business idea, especially in case of first digital business development. From the answers received we can summarize participants pointed different needs, possible because the level of the programs and their own matureness was different. Nevertheless, team management and motivation was mentioned two times, and legal aspects and financing the startup seemed to be important for all of them, including educators in other questionnaires.

As key improvement areas, participants note the type of the educators involved. They are turning attention on focusing on learning by doing and by practice, not in a lecture type of education. This is a long tenured trend and especially in practical skills development, as we have in these incubation programmes, it comes to no surprise that practitioners are more desired than the theoretical or academia type of educators.

One of the participants was very vocal about practical advice, ideally direct support on getting funds. As much as that can be simply an unsuccessful project which left bad experience in the founders, it cannot be forgotten that the idea of making startups is to develop and mature as companies. This is impossible without reaching for resources and funding, so either supporting them or educating them on how to do it themselves, or to where to seek support seems fundamental part of the training.

Key **best practices** according to the learners are: opportunity to meet people who can help to develop business ideas and presented during the workshops tech validation methodology. One participant mentioned the flexibility of the trainers, who seem to have been flexibly attached directly to every startup during its development. Another one pointed the pitching workshops as key for his development. Third pointed, that the programme provided them with legal support and fiscal relief (tax and social security discounts). That seemed to be very important for their mental approach and peace, which gave them confidence.

Although the latter is possible only with some specific legal solutions and public support (either via regulation, or special economic zones), the importance of the entrepreneurs having a good understanding of their risk or having the feeling they are in control may be important. Maybe a training on how to control risk and explaining the importance of risk/debt control could be a good idea.

**C)** The last part of the analysis of stakeholders needs includes the **Educators and/or service providers**. All of the educators have extensive experience in project management and technology transfer. All of them provide Digital Entrepreneurship training related to topics: startup mindset, open innovation, design thinking and needs identification, solution definition, lean canvas, R&D ecosystem and access to funding.

	Educator 1	Educator 2	Educator 3	Educator 4	Educator 5	Educator 6
City	Puławy	Kraków	Kraków	Kraków		



<b>Country</b>	Poland	Poland	Poland	Poland	Poland	Poland
<b>Academic background</b>	nd	nd	Phd candidate	PhD	Msc	Msc
<b>Position</b>	project manager	expert	expert/advisor	project manager	expert	expert
<b>Programme Title</b>	Strefa Pomysłodawcy 4.0	Strefa Pomysłodawcy 4.0	Strefa Pomysłodawcy 4.0	KPT	EIT InnoEnergy	ŁSSE
<b>Organization that provides the Programme</b>	PPNT, InnoAGH, UPP	PPNT, InnoAGH, UPP	PPNT, InnoAGH, UPP	University of Jagiellonia	DGA S.A.	Alior Bank
<b>Programme Duration</b>	6 months	6 months	6 months	6 months	6 months	3 months
<b>Format of the programme</b>	hybrid	hybrid	hybrid	In person	hybrid	digital
<b>No of trainees</b>	25	25	25	100	20	30
<b>No of educators</b>	12 trainers and 10 mentors	12 trainers and 10 mentors	12 trainers and 10 mentors	15	6	3
<b>Digital Entrepreneurship training</b>	YES	YES	YES	YES	YES	YES

Table 4: Educators' demographics and general information about the educating program.

A key **challenge** that the educators mentioned is related to setting the timeframes that would suit every participant's schedule. In addition, focusing tech people on business topics and threats is hard, since they are unaware of how much they lack so in the beginning they are not really paying attention to these, rather focusing on the technology. According to educators there is need for more resources, skilled educators, and interest and industry knowledge from the side of participants.

Among the expectations of the educators for a digital entrepreneurship training is the good user experience and recommended trainings are training on digital communication, digital skills and business models

Key **best practices** of Strefa Pomysłodawcy 4.0 according to the educators are curricula developed in partnership with major industry actors, oriented to address critical needs of the sector: new technology uptake, shortage of specialized workers, and tighter go-to-market timeframes. Building links amongst participants.

### 3. Summary and Key results

**digital eNtrepreneurial skills For UniverSity Education (INFUSSE)** will develop a 100% Virtual Learning programme on “Digital Entrepreneurship”, that will address digital transformation through development of digital readiness, resilience and capacity, promote inter-connected HE systems, stimulate innovative learning and teaching practices and support digital capabilities of the HE sector. The aim of the present report is to investigate the characteristics of learning programmes and initiatives, key stakeholders and their needs to support the development of the INFUSSE approach.

Initially, INFUSSE partnership conducted desktop research to create a common understanding about the current status of the innovation and digital entrepreneurship landscape of Greece, Romania and Poland and developed a country profile for each one ([GR](#), [RO](#), [PL](#)). Digitalization and Digital Technologies are becoming important for many sectors supporting the economies of GR, RO and PL. Level of digital technology integration and digital skills is low for those countries in comparison to other EU countries. According to the European Innovation Scoreboard<sup>44</sup>, Greece is a Moderate Innovator and Romania and Poland are emerging Innovators, showing that the INFUSSE targeted countries should improve their innovation performance and follow the new era of digitalization. With regards to the Entrepreneurial Education at school and post-school, according to the “Global Entrepreneurship Monitor 2021/2022 Global Report: Opportunity Amid Disruption”<sup>45</sup>, Greece, Romania and Poland have low scores with Poland being the last in the countries of the same level of GDP per capita. Key findings for the three countries are presented in the table below:

	Greece	Romania	Poland
<b>Population</b>	10.72 million people	19.11 million people	38,09 million people
<b>Area</b>	131.960 km <sup>2</sup>	230,080 km <sup>2</sup>	312,696 km <sup>2</sup>
<b>GDP per capita</b>	17.622 EUR	11,430 EUR	13,934 EUR
<b>Unemployment rate</b>	16.3 %	4.8%	2,9%
<b>Global Competitiveness Index</b>	87 out of 137	68 out of 137	39 out of 137
<b>Type of Innovator</b>	Moderate Innovator	Emerging Innovator	Emerging Innovator
<b>Digital Economy and Society Index</b>	25th out of 27 EU Member States	27th out of 27 EU Member States	24th out of 27 EU Member States
<b>Total early-stage Entrepreneurial Activity<sup>46</sup></b>	43 out of 47	28 out of 47	47 out of 47
<b>National Entrepreneurship Context Index</b>	4.4	4.0	4.2

Figure 14 Key findings for GR, RO, PL

<sup>44</sup> [https://research-and-innovation.ec.europa.eu/knowledge-publications-tools-and-data/publications/all-publications/european-innovation-scoreboard-2022\\_en](https://research-and-innovation.ec.europa.eu/knowledge-publications-tools-and-data/publications/all-publications/european-innovation-scoreboard-2022_en)

<sup>45</sup> <https://gemconsortium.org/file/open?fileId=50900>

<sup>46</sup> <https://gemconsortium.org/file/open?fileId=50900>



The identification of incubation/acceleration and learning programmes, with a special focus in digitalization, that foster entrepreneurship and initiatives followed the country profiles. [60 incubation/acceleration programmes & initiatives in Greece, Romania and Poland](#) (20 per country), characterized by various digital readiness levels as well as from a variety of learning environments (HEIs, VETs, public and private incubators, networks etc), were identified and analyzed by the partners. Following the proposed methodology, the partners evaluated the 60 identified programmes and ended up to the [20 best programmes to be consolidated for the development of the INFUSSE virtual incubation programme](#). The 20 most suitable initiatives coming from organisations that are mostly new in terms of establishment (after 2017). Half of them are operating in a hybrid format, their duration of the programme is over 4 months and have an horizontal sectorial focus. In addition, they provide a plethora of services such as training services and workshops, matchmaking, networking, funding opportunities, working space, site visits, etc. and the educational materials are mostly focusing on the whole process for the development of a business from the ideation to the actual commercialization and expansion. The top 20 incubation/acceleration organisations are:

No	Organisation	Website	Origin
1	StepFwd	<a href="https://stepfwd.today/">https://stepfwd.today/</a>	RO
2	Warsaw University of Technology	<a href="https://www.pw.edu.pl/engpw">https://www.pw.edu.pl/engpw</a>	PL
3	Start-up Spark (by Łódź Economic Zone)	<a href="https://startupspark.com/">https://startupspark.com/</a>	PL
4	Mindspace University	<a href="https://www.mindspace.gr/university">https://www.mindspace.gr/university</a>	GR
5	egg	<a href="https://www.theegg.gr/en/">https://www.theegg.gr/en/</a>	GR
6	i4G	<a href="https://i4g.gr/">https://i4g.gr/</a>	GR
7	Space3ac	<a href="https://www.space3.ac/">https://www.space3.ac/</a>	PL
8	National Bank of Greece	<a href="https://www.nbg.gr/en/business/business-seeds">https://www.nbg.gr/en/business/business-seeds</a>	GR
9	CISCO	<a href="https://www.cisco.com/">https://www.cisco.com/</a>	GR
10	Invent ICT	<a href="https://inventict.gr/en/homepage/">https://inventict.gr/en/homepage/</a>	GR
11	Techcelerator	<a href="https://techcelerator.co/">https://techcelerator.co/</a>	RO
12	OK!Thess	<a href="https://okthess.gr/">https://okthess.gr/</a>	GR
13	Google Polska	<a href="https://www.google.pl/">https://www.google.pl/</a>	PL
14	CAPSULE T	<a href="https://www.capsuletaccelerator.gr/">https://www.capsuletaccelerator.gr/</a>	GR
15	Spherik Accelerator	<a href="https://spherikaccelerator.com/">https://spherikaccelerator.com/</a>	RO
16	SWPS University	<a href="https://english.swps.pl/">https://english.swps.pl/</a>	PL
17	FOUND.ATION	<a href="https://thefoundation.gr/">https://thefoundation.gr/</a>	GR
18	ALBA Hub for Entrepreneurship and Odyssey	<a href="https://alba.acg.edu/about">https://alba.acg.edu/about</a>	GR
19	CUPA	<a href="https://www.cupa-antreprenorilor.ro/">https://www.cupa-antreprenorilor.ro/</a>	RO
20	Leon Kozminski Academy	<a href="https://www.kozminski.edu.pl/en">https://www.kozminski.edu.pl/en</a>	PL

Figure 15 Top 20 organisations offering learning programmes

Then the partnership focused the efforts to the [stakeholders of the entrepreneurship ecosystem of the three countries](#), which includes many 4-helix actors such as Universities, Startups, Science Parks & Technology Transfer, Innovation Clusters, VCs, Incubators, Accelerators, Co-working spaces, and Federations. The Romanian start-ups represent 99.7% of the total enterprise share. In Greece there are over 70 active incubators, accelerators, and technology centers and over 1.500 start-ups registered and in Poland the academic business incubators is the biggest network of incubators in Poland with over 50 incubators located in 24 cities. INFUSSE Partnership



identified 95 relevant stakeholders belonging in the following categories: Accelerator/ Incubator, Business Angel, Investors, EIT Innovation Hub, Technology Park, Innovation Hub, Cluster/Network/Chamber, HEIs, LLC and NGOs who will support and capitalize the INFUSSE approach that support the development of the entrepreneurship ecosystem via offering services and other amenities.

Last but not least, the partners conducted a need analysis for three types of stakeholders per country ([GR](#), [RO](#), [PL](#)): **A)** Organisation that offer Incubation/Acceleration Programmes, **B)** Students and Graduates that have participated in such initiatives and **C)** Educators that offer services in incubation/acceleration programmes. For the extraction of needs in terms of digital entrepreneurship and incubation programmes, the partnership conducted semi-structured interviews and questionnaires. The key findings per category are presented below:

**A) Organisations that offer incubation and/or acceleration services such as HEI incubators, business incubators/accelerators, EIT Hubs, research centers, and competence centers**

Among the **main challenges**, that this kind of organizations are facing are:

- Financial survival
- Staff inclusiveness
- Administrative work
- Identifying industry needs to formulate a competitive curriculum
- Lack of skilled trainees with innovative ideas

Concerning the **trainees** of these programmes, they highlight that:

- Trainees are not yet convinced about the importance of technological transformation and the opportunities for adopting new digital technologies
- They need to be open to diverse entrepreneurial mindsets that fit new, niche, and digital markets and exploit new business model opportunities
- It is necessary to cultivate their digital and technology literacy to be capable to develop entrepreneurial concepts.

With regards to the **virtual format** of the programmes, most of the organisations claim that:

- Participants do not receive the expected support from online networking activities
- It is difficult to transfer crucial knowledge through distance learning compared to physical presence
- The institutional environment is rather immature and they need to create cohorts that communicate in person

Their **needs and proposal** for a future digital programme are:

- Engaging content and training material





- Use of digital co-creation tools (Mindmaps, Brainstorm, etc.)
- Program design, by creating a commercial strategy

## **B) Students and graduates that have participated in incubation/ acceleration programmes**

Key **challenges** that the participants mentioned are related to:

- Busy schedules preventing them to attend learning programmes
- Lack of communication between trainers and trainees (even in in-person programmes)
- Motivating the team (if more than 1 person), to participate in all planned activities of the programme.

**Needs, expectations and recommendation** for a future digital programme:

- Learn in a self-paced manner.
- Need for communication and collaboration with trainers but with other participants as well, as these activities can enhance the idea and underline missing or underdeveloped aspects.
- Digital tools that will support each educational topic
- Coaches from different countries as the geographical barriers do not exist
- Focusing on learning by doing and by practice
- Initiatives that will improve communication and collaboration
- Mentoring sessions are very important, participants want these sessions to be well-designed and receive regular and detailed feedback from their mentors
- Training needs:
  - Entrepreneurial thinking
  - Entrepreneurial skills (communication, pitching)
  - Project management training as they were unable to segment the required tasks and projects to formulate and execute their idea
  - Business plan development, and business model formulation
  - Financial management

## **C) Educators and/or service providers that collaborate with organisations and provide incubation/acceleration services**

The key **challenges** that Educators/Trainers that are offering services in learning programmes are:

- Lack of interest and focus from the side of the participants.
- Obsolete educational programme which needs to be updated and offers more solutions to the participants
- Transformation of the mindset of participants towards entrepreneurial thinking
- Establishing and following a reliable calendar for all participants



- Lack of resources and skilled educators
- Building links amongst participants

Their **expectations and recommendation** for a future digital programme:

- Good user experience
- Creating an engaging learning experience
- Improve the process - shaping clear topics and outcomes - more flexibility
- Utilize technology as a tool for startups to solve problems.
- Recommended trainings:
  - Digital communication,
  - Digital skills
  - Business models
  - IT literacy



## Annex1 - Identified existing Incubation/Acceleration Programmes & Initiatives in GR, RO, PL

### Identified existing Incubation/Acceleration Programmes & Initiatives in Greece:

OK!Thess	
<b>A: Organization</b>	
Year of establishment	2017
Size (no. of employees)	9
Type of organisation	Private
Sectorial focus (if any)	-
Country	Greece
Region	Thessaloniki
<b>B: Acceleration/Incubation Programme Description</b>	
Title	OK!Thess acceleration program
Short Description	The program supports groups of individuals with innovative ideas, at the early stage of their investigation or development.
Key objectives of the programme	It helps participants mature their ideas in a short period of time and discover a financially viable and scalable business model that will allow them to grow, as startup businesses, in large markets.
Type of Beneficiaries (students? Alumni? Open? Other...)	Open
Structure of the incubation programme (duration, cycles, services provided, no of trainees)	<p><b>Services provided by the Acceleration Program:</b></p> <ul style="list-style-type: none"> <li>• Training on methodological tools for business model discovery (Lean Startup Methodology) and basic skills pertinent to entrepreneurship,</li> <li>• Personalized advisory by the startup coaches on a weekly basis,</li> <li>• Networking with experienced professionals who provide mentoring in specialized topics,</li> <li>• Access to funding through the OK!Thess investor network (Venture Capital funds, business angels) as well as through alternative sources of funding.</li> </ul> <p><b>Duration: 2 phases</b></p> <ul style="list-style-type: none"> <li>• 1st phase: week-long training Bootcamp (28 hours of training with mandatory attendance)</li> <li>• 2nd phase: during the bootcamp, the team is evaluated for its participation in the full acceleration program which has a 4-month duration. The acceleration program Includes 20 training workshops &amp; masterclasses with mandatory attendance and weekly meetings with startup coaches</li> </ul>
No of cycles already implemented/delivered	14 cycles of acceleration program.
Thematic Focus (horizontal? Vertical – specific sector?)	Vertical
Training Material (Topics)	<ul style="list-style-type: none"> <li>• Lean startup methodology</li> <li>• basic skills pertinent to entrepreneurship</li> </ul>
In-person, Virtual or Hybrid	In-person
Impact of the activities (numerical if known)	79 innovative business ventures



Does the organization run the programme internally or in collaboration with externals (organizations, individuals etc)?	Internally
Any success case of programme's alumni?	<a href="https://okthess.gr/en/program/teams/">https://okthess.gr/en/program/teams/</a>
Link or potential fit to digital entrepreneurship?	
<b>C: Info</b>	
Source of reference	<a href="https://okthess.gr/en/about/#participate">https://okthess.gr/en/about/#participate</a>
Contact details	mail@okthess.gr Address: Komotinis 2, 54655 Entrance from: Kidonion & Maria Kallas Thessaloniki, Greece.

Technopolis Thessaloniki ICT Business Park	
<b>A: Organization</b>	
Year of establishment	2001
Size (no. of employees)	2-10
Type of organisation	Private (multi shareholder company)
Sectorial focus (if any)	High Technology - information technologies and Communications as well as in relevant fields
Country	Greece
Region	Thessaloniki
<b>B: Acceleration/Incubation Programme Description</b>	
Title	Incubator Technopolis Thessalonikis
Short Description	Mission of the Incubator is to identify innovative business ideas and to support their commercialization efficiently for the benefit of the shareholders of the company
Key objectives of the programme	To provide the necessary infrastructure, support services and financial support in selected, innovative companies to ensure their success and viability in the marketplace
Type of Beneficiaries (students? Alumni? Open? Other...)	Open
Structure of the incubation programme (duration, cycles, services provided, no of trainees)	The Incubator offers the ground for the development and implementation of business ideas and technologies-which connects with the Park, while start-up companies enjoy the advantages of their establishments in a dynamic working environment.
No of cycles already implemented/delivered	
Thematic Focus (horizontal? Vertical – specific sector?)	Vertical-Specific sector (ICT technologies)
Training Material (Topics)	
In-person, Virtual or Hybrid	In-person
Impact of the activities (numerical if known)	
Does the organization run the programme internally or in collaboration with externals (organizations, individuals etc)?	Internally



Any success case of programme's alumni?	<a href="https://www.technopolis.gr/en/pages/established-businesses-incubator">https://www.technopolis.gr/en/pages/established-businesses-incubator</a>
Link or potential fit to digital entrepreneurship?	
<b>C: Info</b>	
Source of reference	<a href="https://www.technopolis.gr/en/pages/incubator">https://www.technopolis.gr/en/pages/incubator</a>
Contact details	TECHNOPOLIS THESSALONIKI S.A. VEPE TECHNOPOLIS-Building C2 55535 Pylaia - Thessaloniki Tel.: +30 2310 365120 Fax: +30 2310 365121 <a href="http://www.technopolis.gr">http://www.technopolis.gr</a> e-mail: <a href="mailto:info@technopolis.gr">info@technopolis.gr</a>

VentureGarden	
<b>A: Organization</b>	
Year of establishment	2014
Size (no. of employees)	44
Type of organisation	Private
Sectorial focus (if any)	-
Country	Greece
Region	Athens, Heraklion, Thessaloniki
<b>B: Acceleration/Incubation Programme Description</b>	
Title	VentureGarden
Short Description	VentureGarden was born of an idea regarding an entrepreneurship education program
Key objectives of the programme	VentureGarden is a comprehensive educational and training program for entrepreneurs that want to develop their skills, gain access to a continuously growing entrepreneurial network and receive hands-on training.
Type of Beneficiaries (students? Alumni? Open? Other...)	Open
Structure of the incubation programme (duration, cycles, services provided, no of trainees)	<b>Phases:</b> <ul style="list-style-type: none"> <li>• a targeted training phase that will introduce you to the key elements of entrepreneurial action. The intensive program consists of 8 classes based on the Value Proposition Canvas focuses on market research and understanding customer/user needs (Idea-solution Fit).</li> <li>• Following the training phase, you will have the chance to apply what you have learned with the support of experienced mentors.</li> <li>• If you have concluded the classes successfully, you will have 2 months to work hands-on and with specific goals on implementing your plan</li> </ul> <p>It is free of charge and classes are held in Greek and participation is mandatory.</p>
No of cycles already implemented/delivered	
Thematic Focus (horizontal? Vertical – specific sector?)	Horizontal
Training Material (Topics)	<ul style="list-style-type: none"> <li>• Value Proposition Canvas</li> </ul>



	<ul style="list-style-type: none"> <li>market research and understanding customer/user needs (Idea-solution Fit)</li> </ul>
In-person, Virtual or Hybrid	In-person
Impact of the activities (numerical if known)	
Does the organization run the programme internally or in collaboration with externals (organizations, individuals etc)?	Externals-individuals
Any success case of programme's alumni?	<a href="https://www.venturegarden.gr/en/venturegardeners">https://www.venturegarden.gr/en/venturegardeners</a>
Link or potential fit to digital entrepreneurship?	Great Potential
<b>C: Info</b>	
Source of reference	<a href="https://www.venturegarden.gr/en/contact">https://www.venturegarden.gr/en/contact</a>
Contact details	American College of Thessaloniki, member of Anatolia College Sevenidi 17, Pylaia 555 35 Thessaloniki, Greece Tel.: +30 2310 398347 venturegarden@act.edu

EIT Jumpstarter	
<b>A: Organization</b>	
Year of establishment	2017
Size (no. of employees)	8
Type of organisation	European funded program
Sectorial focus (if any)	Health, Food, Raw Materials, InnoEnergy, Manufacturing, Urban Mobility
Country	European
Region	Greece is eligible
<b>B: Acceleration/Incubation Programme Description</b>	
Title	EIT Jumpstarter
Short Description	Our aim is to support idea-holders to turn their ideas into business with the contribution of best-in-class experts, creative community, and unique know-how
Key objectives of the programme	It helps innovators and entrepreneurs build a viable business model around their innovative product or service idea, validate it and if their business idea is proven to be sustainable
Type of Beneficiaries (students? Alumni? Open? Other...)	scientific project team, innovator, scientist, PHD student or master's student
Structure of the incubation programme (duration, cycles, services provided, no of trainees)	Duration: 8-months Services: <ul style="list-style-type: none"> <li>participating in an international bootcamp</li> <li>financial support</li> <li>professional mentoring</li> <li>pitch competition</li> </ul>
No of cycles already implemented/delivered	5
Thematic Focus (horizontal? Vertical – specific sector?)	Horizontal





Training Material (Topics)	<ul style="list-style-type: none"> <li>• how to refine your deal</li> <li>• market segmentation</li> <li>• customer value proposition</li> <li>• market segmentation</li> <li>• financials</li> <li>• investment basics</li> <li>• legal basics</li> </ul>
In-person, Virtual or Hybrid	Virtual
Impact of the activities (numerical if known)	
Does the organization run the programme internally or in collaboration with externals (organizations, individuals etc)?	In collaboration with external organizations
Any success case of programme's alumni?	<a href="https://www.eitfood.eu/projects/eit-jumpstarter">https://www.eitfood.eu/projects/eit-jumpstarter</a>
Link or potential fit to digital entrepreneurship?	
<b>C: Info</b>	
Source of reference	<a href="https://eitjumpstarter.eu/">https://eitjumpstarter.eu/</a>
Contact details	

Generation AG-"New Agriculture New Generation"	
<b>A: Organization</b>	
Year of establishment	2018
Size (no. of employees)	13
Type of organisation	Non-profit organization
Sectorial focus (if any)	Agrifood sector
Country	Greece
Region	Thessaloniki, Athens
<b>B: Acceleration/Incubation Programme Description</b>	
Title	Agrifood Accelerator "Agroanelixis"
Short Description	It is a program that aims to support business ideas and innovation in the agricultural sector. More specifically, the organization "New Agriculture New Generation" is giving the opportunity to 15 interested parties who either want to create their own cottage industry, or already have one and want to develop it, to participate in a business acceleration program that will provide them with the necessary know-how but also financial support to achieve their goals.
Key objectives of the programme	The goal of the agrifood accelerator - cottage industry is to support farmers and stockbreeders from all over Greece. Using modern training tools, business guidance and microfinance, the accelerator, which will be implemented online, will create added value for both the participants and the local agricultural economies, aiding in reducing unemployment.
Type of Beneficiaries (students? Alumni? Open? Other...)	Established organizations
Structure of the incubation programme (duration, cycles, services provided, no of trainees)	Duration: 5 months No of trainees: 15 Services: <ul style="list-style-type: none"> <li>• consulting services</li> </ul>



	<ul style="list-style-type: none"> <li>mentoring</li> <li>legal services</li> </ul>
No of cycles already implemented/delivered	
Thematic Focus (horizontal? Vertical – specific sector?)	Vertical-specific sector
Training Material (Topics)	<ul style="list-style-type: none"> <li>legal issues &amp; requirements</li> <li>technical and sanitary issues of creating a cottage industry (how to acquire know-how regarding food safety and the registration process in the Central Electronic Register (KIMO) and will be informed about the specifications that cottage industries must meet to comply with the quality assurance requirements regarding the production of food and cosmetics)</li> <li>product development and promotion</li> <li>terms and procedures of operation of the retail trade</li> <li>business planning tools (SWOT, PESTLE, etc.)</li> <li>business strategy (marketing, sales, exports, etc.).</li> </ul>
In-person, Virtual or Hybrid	Hybrid
Impact of the activities (numerical if known)	
Does the organization run the programme internally or in collaboration with externals (organizations, individuals etc)?	Externally
Any success case of programme's alumni?	<a href="https://www.generationag.org/en/stories">https://www.generationag.org/en/stories</a>
Link or potential fit to digital entrepreneurship?	<a href="https://www.generationag.org/en/resources-hub">https://www.generationag.org/en/resources-hub</a>
<b>C: Info</b>	
Source of reference	<a href="https://www.generationag.org/en/our-action/agrifood-accelerator-agroanelixis">https://www.generationag.org/en/our-action/agrifood-accelerator-agroanelixis</a>
Contact details	<a href="mailto:info@generationag.org">info@generationag.org</a> I.Kranidioti 2, Lamda center (building L1, 1st floor) 57001, Themi, Thessaloniki Tel: +30 2310 471 292

Thermi Business Incubator	
<b>A: Organization</b>	
Year of establishment	2014
Size (no. of employees)	2-10
Type of organisation	Private
Sectorial focus (if any)	Technology
Country	Greece
Region	Thessaloniki
<b>B: Acceleration/Incubation Programme Description</b>	
Title	Thermi Accelerator
Short Description	It operates as a pre-incubator and co-working space. It provides to its members hosting, networking opportunities and consulting services. Members only or open to the public events and workshops are scheduled sporadically to exchange views, knowledge and connections.



	The THERMI SA Accelerator is the new way to host, empower and promote fresh and innovative ideas.
Key objectives of the programme	It hosts innovative technology startups offering them the ability to grow utilizing the THERMI DEVELOPMENT program.
Type of Beneficiaries (students? Alumni? Open? Other...)	Open
Structure of the incubation programme (duration, cycles, services provided, no of trainees)	Services: mentoring & consulting
No of cycles already implemented/delivered	
Thematic Focus (horizontal? Vertical – specific sector?)	Vertical-specific sector (technologies)
Training Material (Topics)	<ul style="list-style-type: none"> <li>● Product development</li> <li>● Product market fit</li> <li>● Sales &amp; Marketing</li> <li>● Entrepreneurial finance</li> <li>● Investment Readiness</li> </ul>
In-person, Virtual or Hybrid	In-person
Impact of the activities (numerical if known)	4
Does the organization run the programme internally or in collaboration with externals (organizations, individuals etc)?	Internally
Any success case of programme's alumni?	<a href="https://thermi-group.com/en/portfolio/">https://thermi-group.com/en/portfolio/</a>
Link or potential fit to digital entrepreneurship?	
<b>C: Info</b>	
Source of reference	<a href="https://thermi-group.com/en/company/">https://thermi-group.com/en/company/</a>
Contact details	A. Steliou Kazantzidi 47, 57001 T. +30 2311-999999 F. +30 2311-999997 E. info@thermi-group.com

Athens Centre for Entrepreneurship and Innovation (ACEin)	
<b>A: Organization</b>	
Year of establishment	2017
Size (no. of employees)	16
Type of organisation	Private
Sectorial focus (if any)	-
Country	Greece
Region	Athens
<b>B: Acceleration/Incubation Programme Description</b>	
Title	IDEA Project
Short Description	The IDEA project aims at bringing together students from all departments of the AUEB University to formulate entrepreneurial teams and work on specific areas to do so.
Key objectives of the programme	train students develop their ideas



Type of Beneficiaries (students? Alumni? Open? Other...)	Students from 8 AUEB Departments
Structure of the incubation programme (duration, cycles, services provided, no of trainees)	no of trainees: 40 per semester The participants are trained through workshops and seminars such as business planning, market research, pitching etc. and then are invited to present their final ideas in a formal ceremony where they are validated by a scientific committee.
No of cycles already implemented/delivered	3
Thematic Focus (horizontal? Vertical – specific sector?)	Horizontal
Training Material (Topics)	<ul style="list-style-type: none"> <li>• business planning</li> <li>• market research</li> <li>• pitching etc.</li> </ul>
In-person, Virtual or Hybrid	in-person
Impact of the activities (numerical if known)	80 benefited students
Does the organization run the programme internally or in collaboration with externals (organizations, individuals etc)?	Internally
Any success case of programme's alumni?	
Link or potential fit to digital entrepreneurship?	Great Potential
<b>C: Info</b>	
Source of reference	<a href="https://acein.aueb.gr/en/idea-program/">https://acein.aueb.gr/en/idea-program/</a>
Contact details	<a href="mailto:acein@aub.gr">acein@aub.gr</a>

FOUND.ATION	
<b>A: Organization</b>	
Year of establishment	2011
Size (no. of employees)	22
Type of organisation	private funded organization
Sectorial focus (if any)	Tech-oriented product and services
Country	Greece
Region	Athens
<b>B: Acceleration/Incubation Programme Description</b>	
Title	FOUND.ATION SPARK
Short Description	A targeted venture platform for early stage startups
Key objectives of the programme	<p>Work with a dedicated coach that will monitor your progress and push towards accelerating your growth. The coach will be responsible to customize support to each team's needs and pull resources for help as required.</p> <p>Receive service design guidance and support, focused on your product and users, aiming at the correct product fit and market alignment.</p> <p>Connect through your coach to mentors from Found.ation's ecosystem and other industry experts.</p>
Type of Beneficiaries (students? Alumni? Open? Other...)	first time founders, researchers and entrepreneurs in residence



Structure of the incubation programme (duration, cycles, services provided, no of trainees)	Duration: 8 weeks program No of trainees: up to 5 teams each cohort Services: <ul style="list-style-type: none"><li>tailored coaching</li><li>training on service design and pitching</li><li>opportunities for networking and exposure to market</li></ul>
No of cycles already implemented/delivered	
Thematic Focus (horizontal? Vertical – specific sector?)	Vertical- specific sector (technologies)
Training Material (Topics)	<ul style="list-style-type: none"><li>service design</li><li>pitching-idea presentation</li></ul>
In-person, Virtual or Hybrid	Hybrid
Impact of the activities (numerical if known)	
Does the organization run the programme internally or in collaboration with externals (organizations, individuals etc)?	internal
Any success case of programme's alumni?	
Link or potential fit to digital entrepreneurship?	
<b>C: Info</b>	
Source of reference	<a href="https://foundationspark.gr/">https://foundationspark.gr/</a>
Contact details	EVRYSTHEOS 2 (PEIRAIOS 123), K. PETRALONA 118 54 ATHENS, GREECE +30 210 34 50 606

CAPSULE T	
<b>A: Organization</b>	
Year of establishment	2019
Size (no. of employees)	1-10
Type of organisation	Private
Sectorial focus (if any)	Travel & Hospitality
Country	Greece
Region	Kallithea, Athens
<b>B: Acceleration/Incubation Programme Description</b>	
Title	CAPSULE T TRAVEL & HOSPITALITY ACCELERATOR
Short Description	
Key objectives of the programme	To offer a rich content which will address the business needs of the participating startups, provide hands on learning opportunities and tools for their ventures as well as guidance on how to scale up their business in the travel & hospitality market
Type of Beneficiaries (students? Alumni? Open? Other...)	tech startups (at least a working prototype to showcase live), applicants over 18
Structure of the incubation programme (duration, cycles, services provided, no of trainees)	Duration: 5 months, with the option for startups to stay as resident additionally for 3 months Services: <ul style="list-style-type: none"><li>workshops and mentoring sessions</li><li>local events</li></ul>



	<ul style="list-style-type: none"> <li>pitching opportunities</li> <li>meetups</li> <li>industry site visits</li> <li>networking activities</li> </ul> <p>Stages of the program: application, evaluation, acceleration, completion</p>
No of cycles already implemented/delivered	5
Thematic Focus (horizontal? Vertical – specific sector?)	Vertical-specific sector (Travel & Hospitality)
Training Material (Topics)	
In-person, Virtual or Hybrid	Hybrid
Impact of the activities (numerical if known)	
Does the organization run the programme internally or in collaboration with externals (organizations, individuals etc)?	External
Any success case of programme's alumni?	<a href="https://www.capsuleaccelerator.gr/acceleration-program-first-cycle-teams/">https://www.capsuleaccelerator.gr/acceleration-program-first-cycle-teams/</a>
Link or potential fit to digital entrepreneurship?	
<b>C: Info</b>	
Source of reference	<a href="https://www.capsuleaccelerator.gr/">https://www.capsuleaccelerator.gr/</a>
Contact details	Achilleos 8, Kallithea, 17674, Athens <a href="mailto:accelerator@grhotels.gr">accelerator@grhotels.gr</a> +30 210 942 5533

Mindspace University	
<b>A: Organization</b>	
Year of establishment	2012
Size (no. of employees)	14
Type of organisation	Public-Private
Sectorial focus (if any)	-
Country	Greece
Region	Athens, Thessaloniki
<b>B: Acceleration/Incubation Programme Description</b>	
Title	
Short Description	Mindspace University is an online 3-month program with two parts (Educational and Entrepreneurial) focused each time on a different specific sector, including entrepreneurship basics whilst organised and delivered by multiple entrepreneurs-mentors and judges from Silicon Valley, Greece and the Balkan area, together with Mindspace volunteers and staff.
Key objectives of the programme	The program contributes to unemployment relief through new business ideas based on market needs and the development of entrepreneurial & public speaking skills for students with different academic backgrounds, who get introduced to entrepreneurship terms and move on to utilise their knowledge effectively. Vital networks are





	created between students and mentors, inspiring students to innovate in their profession & tackle future challenges.
Type of Beneficiaries (students? Alumni? Open? Other...)	Students, alumni
Structure of the incubation programme (duration, cycles, services provided, no of trainees)	Duration: 3-month program Services: <ul style="list-style-type: none"> <li>• Interactive workshops</li> <li>• virtual classrooms and webinars</li> <li>• Peer to peer networking events with talented youth from multiple countries</li> </ul>
No of cycles already implemented/delivered	2
Thematic Focus (horizontal? Vertical – specific sector?)	Horizontal
Training Material (Topics)	<ul style="list-style-type: none"> <li>• Development of entrepreneurial &amp; public speaking skills</li> <li>• Entrepreneurship terms</li> </ul>
In-person, Virtual or Hybrid	Virtual
Impact of the activities (numerical if known)	16 new businesses in the last 3 years
Does the organization run the programme internally or in collaboration with externals (organizations, individuals etc)?	multiple entrepreneurs-mentors and judges from Silicon Valley, Greece and the Balkan area. (Educational part: 15 stellar entrepreneurs and C level employees from big companies and startups. Entrepreneurial Part: >15 entrepreneurs, investors and executives from international companies and startups)
Any success case of programme's alumni?	
Link or potential fit to digital entrepreneurship?	Great Potential
<b>C: Info</b>	
Source of reference	<a href="https://www.mindspace.gr/">https://www.mindspace.gr/</a>
Contact details	<a href="mailto:info@mindspace.gr">info@mindspace.gr</a>

ALBA Hub for Entrepreneurship and Odyssea	
<b>A: Organization</b>	
Year of establishment	2021
Size (no. of employees)	Appr. 10
Type of organisation	<ul style="list-style-type: none"> <li>• AHEAD - ALBA Hub for Entrepreneurship: Graduate Business School of the American College of Greece,</li> <li>• Odyssea: Non-Profit Organisation</li> </ul>
Sectorial focus (if any)	-
Country	Greece
Region	Attica
<b>B: Acceleration/Incubation Programme Description</b>	
Title	<b>Business Incubation Scholarships program</b>
Short Description	The program, implemented by AHEAD - ALBA Hub for Entrepreneurship and Development and coordinated by the not for profit organization Odyssea, includes free training and support from Alba. Each participant receive 16 hours of training in basic business skills and 28 hours of coaching, mentoring, seminars, and technical support. At the same time, the participants will benefit from Odyssea's incubation &



	entrepreneurship support, including access to co-working spaces, use of state-of-the-art prototyping and manufacturing facilities for one year and help from Odyssea's employability services.
Key objectives of the programme	The program aims to help people who would not otherwise have access to this sort of advanced training and support, in order to set up their own new businesses. It is addressed to people who are unemployed or in work suspension, and refugees or migrants with the right to live and work in Greece.
Type of Beneficiaries (students? Alumni? Open? Other...)	Unemployed people or in work suspension, refugees or migrants
Structure of the incubation programme (duration, cycles, services provided, no of trainees)	<p>Structure of the Programme:</p> <ul style="list-style-type: none"> <li>-16 hours of training on basic business skills</li> <li>Selection Process to enter the programme</li> <li>-1 year of business incubation (access to co-working spaces, state-of-the-art prototyping and manufacturing facilities)</li> <li>-28 hours' of coaching, seminars, mentoring and technical support</li> </ul> <p>Ten teams of 2-3 people participated in the program.</p>
No of cycles already implemented/delivered	2
Thematic Focus (horizontal? Vertical – specific sector?)	horizontal
Training Material (Topics)	Entrepreneurial skills education, Mentoring, Co-working spaces, Business support services, Networking, Funding opportunities
In-person, Virtual or Hybrid	In-person
Impact of the activities (numerical if known)	Not known - The program aims to help people who would not otherwise have access to this sort of advanced training and support, in order to set up their own new businesses.
Does the organization run the programme internally or in collaboration with externals (organizations, individuals etc)?	The program is a result of collaboration between AHEAD - ALBA Hub for Entrepreneurship and Development and Odyssea. The activities are implemented in Odyssea premises
Any success case of programme's alumni?	-
Link or potential fit to digital entrepreneurship?	The 16 hours of training on basic business skills and 28 hours' of coaching, seminars, mentoring and technical support fit to digital entrepreneurship
<b>C: Info</b>	
Source of reference	<a href="https://odyssea.com/incubation-entrepreneurship-scholarship/">https://odyssea.com/incubation-entrepreneurship-scholarship/</a>
Contact details	(+30) 210 8839877 (+30) 2104815780 <a href="mailto:info@odyssea.com">info@odyssea.com</a>

CISCO	
<b>A: Organization</b>	
Year of establishment	1984
Size (no. of employees)	79500
Type of organisation	Large corporate
Sectorial focus (if any)	IT
Country	Greece (The company is established in USA and has also offices in Athens)
Region	Attica



B: Acceleration/Incubation Programme Description	
Title	Cisco Incubator Program
Short Description	Cisco Incubator is a special educational program designed by Cisco's Customer Experience organization, Cisco Networking Academy Program, and Python Institute to support employability of talented people interested in networking technologies and starting a career in IT.
Key objectives of the programme	<p>Cisco's vision is to change the way people work, live, play and learn. The programme also offers to top participants the opportunity to be higher by Cisco.</p> <p>A Cisco-designed program to gain technology insights and grow professional skills, helping you to get a job at Cisco or across the IT industry</p>
Type of Beneficiaries (students? Alumni? Open? Other...)	Last year of studies (Bachelor or Master) or graduated up to 2 years
Structure of the incubation programme (duration, cycles, services provided, no of trainees)	<p>Three modes:</p> <ul style="list-style-type: none"> <li>● CORE: ✓ Local seminars ✓ In-person CCNA + study support ✓ Local Integration Event (Krakow, Brussels)</li> <li>● HUB: ✓ Telepresence + Webex seminars ✓ Virtual CCNA + study support ✓ Local Integration Event (Madrid, Lisbon, Kiev, etc.)</li> <li>● VIRTUAL: ✓ Webex seminars ✓ Virtual CCNA + study support ✓ Virtual Integration Event (Available in all European countries)</li> </ul> <p>This program is offered twice a year:</p> <ul style="list-style-type: none"> <li>- from October to January</li> <li>- from March to end-May</li> </ul> <p>100 - 120 participants</p> <p><b>CCNA R&amp;S Bootcamp</b> - Learn about the foundations of networking with the option to get certified Seminars</p> <p><b>Webinars</b> - Diverse presentations on existing architectures and new technology trends. Delivered online every Wednesday</p> <p><b>Seminars</b> - Dedicated in-person seminars, combining theory and practice. Delivered once a month by the best engineers in the industry</p> <p><b>Professional skills</b> - Includes individual coaching + highly valued sessions about professional skills and how to enable customer success</p>
No of cycles already implemented/delivered	<p>The program started in 2017</p> <p>6 cycles so far</p>
Thematic Focus (horizontal? Vertical – specific sector?)	IT sector
Training Material (Topics)	CCNA/CCNP course as well as advanced technologies, soft skill, Course in Python and Network Automation, which can result in another certification: PCAP – Certified Associate in Python programming
In-person, Virtual or Hybrid	Hybrid
Impact of the activities (numerical if known)	More than 40 students from Greece have participated in the program over the last three years. 12 students have successfully completed it and are currently employed by Cisco.
Does the organization run the programme internally or in collaboration with externals (organizations, individuals etc)?	The companies elaborates the program with the support with other organizations.



Any success case of programme's alumni?	More than 40 students from Greece have participated in the program over the last three years. 12 students have successfully completed it and are currently employed by Cisco.
Link or potential fit to digital entrepreneurship?	Very Good digital entrepreneurship fit: <ul style="list-style-type: none"> <li>• Rigorous courses, online content, tools</li> <li>• Ongoing assessment and personalized feedback</li> </ul>
<b>C: Info</b>	
Source of reference	<a href="https://www.facebook.com/CiscoIncubator/">https://www.facebook.com/CiscoIncubator/</a> <a href="https://it.auth.gr/sites/default/files/news/incubator_for_students.pdf">https://it.auth.gr/sites/default/files/news/incubator_for_students.pdf</a> <a href="https://www.cisco.com/c/m/en_uk/incubatorprogram/index.html">https://www.cisco.com/c/m/en_uk/incubatorprogram/index.html</a>
Contact details	

Invent ICT	
<b>A: Organization</b>	
Year of establishment	-
Size (no. of employees)	-
Type of organisation	tech-incubator based in Athens
Sectorial focus (if any)	ICT
Country	Greece
Region	Attica
<b>B: Acceleration/Incubation Programme Description</b>	
Title	INVENT ICT INCUBATOR
Short Description	In*vent is a tech incubator, that through a 9-month program that combines educational tools, mentor counselling, and networking opportunities, supports startups and young entrepreneurs who have an idea in the field of Information and communication technology.
Key objectives of the programme	The goal of the program is to strengthen young entrepreneurship and the new generation of technological development, through the creation of new & sustainable businesses. Invent ICT aims at students, researchers and graduates of the Polytechnic Schools, who have a creative idea in the field of Information and Communication Technologies and want to make the "leap" from research to business, transforming research labor into a sustainable business or product.
Type of Beneficiaries (students? Alumni? Open? Other...)	students, researchers and graduates
Structure of the incubation programme (duration, cycles, services provided, no of trainees)	Duration: 9 months Apr 15 - 25 groups are joining the incubator in each cycle <ul style="list-style-type: none"> <li>• Young entrepreneurs training through practical tools and examples</li> <li>• Team support on issues of technology, market and competition research &amp; analysis</li> <li>• Business plan and feasibility evaluation and continuous reassessment of business cases.</li> <li>• Risk assessment process analysis, both individually and in relation to the overall business risk.</li> <li>• Business idea rollout support , based on international practices and in collaboration with an international network</li> <li>• Access to Integrated physical and intangible infrastructure</li> <li>• Speeches by entrepreneurs, startup founders, market executives, mentors and academics on business, specific business</li> </ul>



	<p>management topics, thematic talks on technologies and market sectors as well as interactive discussions</p> <ul style="list-style-type: none"> <li>• Networking opportunities in Greece and abroad</li> <li>• Information on business opportunities created in the fast-growing innovation ecosystem</li> </ul>
No of cycles already implemented/delivered	3
Thematic Focus (horizontal? Vertical – specific sector?)	ICT
Training Material (Topics)	technology, market and competition research & analysis
In-person, Virtual or Hybrid	In-person
Impact of the activities (numerical if known)	<p>Up to this date,</p> <ul style="list-style-type: none"> <li>• the teams that graduated from Invent ICT have managed to secure funding from various sources to a total amount of over € 1 million.</li> <li>• 75% of the participants established a company</li> <li>• 850 hours of support to participants</li> <li>• 45 mentors</li> <li>• 40 workshops</li> <li>• 370 participants in groups</li> </ul>
Does the organization run the programme internally or in collaboration with externals (organizations, individuals etc)?	<p>Invent ICT incubator is an initiative of the innovation and entrepreneurship hub EPI.noo / NTUA and the international organization Industry Disruptors Game Changers (ID-GC), which was designed and implemented with the assistance of the Greek Mobile Operators Association (EECT).</p> <p>Collaborating mentors and coaches from academia and business, guide the participating team through practical tools and examples, evaluating and re-evaluating their business plans and the joint development of their business idea.</p>
Any success case of programme's alumni?	5 success stories
Link or potential fit to digital entrepreneurship?	Potential fot to digital entrepreneurship
<b>C: Info</b>	
Source of reference	<a href="http://inventict.gr/en/homepage/">http://inventict.gr/en/homepage/</a>
Contact details	<a href="mailto:info@inventICT.gr">info@inventICT.gr</a>

Archimedes	
<b>A: Organization</b>	
Year of establishment	2019
Size (no. of employees)	5
Type of organisation	Established by the University of Athens
Sectorial focus (if any)	-
Country	Greece
Region	Attica
<b>B: Acceleration/Incubation Programme Description</b>	
Title	"Archimedes" Business Accelerator
Short Description	Archimedes offers personalized consulting services, entrepreneurship training, collaborative workplaces, guidance from market experts (mentoring) and networking with other organisations in Greece and abroad, aiming to accelerate the business process from the idea to the market and the creating sustainable businesses.



Key objectives of the programme	<p>It aims to promote entrepreneurship among members of the university community, through:</p> <ul style="list-style-type: none"> <li>a) the acceleration of the business process from the idea to the market,</li> <li>b) the creation of sustainable enterprises,</li> <li>c) the dissemination of the idea of entrepreneurship among the university community.</li> </ul>
Type of Beneficiaries (students? Alumni? Open? Other...)	<p>Business groups of which at least one member is also a member of the university community of EKPA, as follows:</p> <ul style="list-style-type: none"> <li>(a) Undergraduate and postgraduate students (including students participating in exchange programs, eg Erasmus)</li> <li>b) researchers</li> <li>c) faculty members</li> <li>d) graduates</li> <li>e) visiting researchers / professors.</li> </ul>
Structure of the incubation programme (duration, cycles, services provided, no of trainees)	<p>The Acceleration Program is implemented in <b>three consecutive phases</b>, depending on the degree of maturity of the business idea. The duration of each phase of the Program is <b>4 months</b>, with the total period for which the business groups can receive support is <b>up to 12 months</b>. The Acceleration Program provided to Business Groups with innovative ideas and with reference to EKPA, consists of a network of complementary services and actions, designed based on the methodology of Lean Startup.</p> <p>The combination of providing specialized consulting services and training seminars (workshops) on topics related to entrepreneurship, along with the support of experienced mentors and the possibility of cooperation and networking provided with recognized companies, contribute to the effective support of business teams for business transfer. their ideas in the market.</p> <p>Services:</p> <ul style="list-style-type: none"> <li>• Workspace for the teams.</li> <li>• Training in entrepreneurship (Lean startup, Business Model Canvas, presentation techniques, Business Plan, etc.).</li> <li>• Consulting Services from experienced consultants.</li> <li>• Support from experienced mentors.</li> <li>• Networking with companies and organizations as well as with other groups hosted in the acceleration program.</li> <li>• Support in matters of intellectual property management and technology transfer, in collaboration with the Technology Transfer Office of the ARCHIMEDES Center.</li> </ul> <p>39 teams have participated so far</p>
No of cycles already implemented/delivered	4
Thematic Focus (horizontal? Vertical – specific sector?)	Horizontal,
Training Material (Topics)	Lean startup, Business Model Canvas, presentation techniques, Business Plan, IP, technology transfer
In-person, Virtual or Hybrid	In-person



Impact of the activities (numerical if known)	
Does the organization run the programme internally or in collaboration with externals (organizations, individuals etc)?	30 individuals support the services of the accelerator
Any success case of programme's alumni?	-
Link or potential fit to digital entrepreneurship?	Great potential
<b>C: Info</b>	
Source of reference	<a href="https://archimedes.uoa.gr/accelerator/">https://archimedes.uoa.gr/accelerator/</a>
Contact details	+30 210 3689549 <a href="mailto:archimedes@uoa.gr">archimedes@uoa.gr</a>

egg	
<b>A: Organization</b>	
Year of establishment	2013
Size (no. of employees)	-
Type of organisation	incubation-acceleration programme
Sectorial focus (if any)	-
Country	Greece
Region	Attica
<b>B: Acceleration/Incubation Programme Description</b>	
Title	Enter Grow Go (e.g.g)
Short Description	egg – enter•grow•go is a leading <b>business incubation and acceleration programme</b> . It provides opportunities for suitable startup financing, mentoring, commercial operations, networking and extroversion through 2 platforms: <ul style="list-style-type: none"> <li>Startups, teams or individuals with innovative ideas that are looking for the right tools and resources to become viable businesses (START UP).</li> <li>New businesses that want to accelerate their growth and venture on to their next step with a new product or expand into new markets in Greece or abroad (SCALE UP).</li> </ul>
Key objectives of the programme	They aim at creating opportunities for the growth, financing, networking and extroversion of startups. By supporting innovative entrepreneurship, they aspire to create new jobs. Their aim is to keep productive and educated people in Greece, so they are not forced to seek opportunities abroad.
Type of Beneficiaries (students? Alumni? Open? Other...)	Startups, teams or individuals with innovative ideas that are looking for the right tools and resources to become viable businesses (START UP).
Structure of the incubation programme (duration, cycles, services provided, no of trainees)	In 12 months the egg business incubation helps newly established startups develop their innovation and become viable businesses. <b>ENTER (competition phase) – 4 months</b> The startups submit their applications online. Experienced assessors rate the business plan of each startup based on its innovation, viability and potential. <b>GROW (business incubation) – 12 months</b> The egg startups concentrate their efforts to the development of their product or service. We offer them support every step of the way:





	<ul style="list-style-type: none"> <li>• Modern facilities and support services.</li> <li>• Mentors who offer them guidance and advice.</li> <li>• Training on business matters.</li> <li>• Startup financing.</li> <li>• Networking opportunities with entrepreneurs, potential clients or investors.</li> </ul> <p><b>GO (graduation) – 1 month</b> After they graduate, the startups can continue their relationship with egg, so they may have:</p> <ul style="list-style-type: none"> <li>• Access to the financial tools of the programme.</li> <li>• More networking opportunities with potential clients and investors.</li> </ul>
No of cycles already implemented/delivered	9
Thematic Focus (horizontal? Vertical – specific sector?)	horizontal
Training Material (Topics)	Project management, Marketing and communication, Business and financial planning, Intellectual property and legal support
In-person, Virtual or Hybrid	In-person
Impact of the activities (numerical if known)	<p>1000+ entrepreneurs between 2013-2021</p> <p>275+ startups</p> <p>150+ companies</p> <p>28.5 million € of funding:</p> <ul style="list-style-type: none"> <li>- investment funding to 36 companies</li> <li>- Eurobank funding to 49 companies</li> </ul> <p>€89.000 donated from egg between 2013-2021</p>
Does the organization run the programme internally or in collaboration with externals (organizations, individuals etc)?	<p>Distinguished executives, scientists and experts contribute in making egg: from its strategy to its day-to-day operation.</p> <p>In addition:</p> <ul style="list-style-type: none"> <li>• CISCO provides the equipment for the building's wireless network.</li> <li>• Microsoft provides access to Microsoft BizSpark.</li> <li>• OTE provides services and equipment for internet access, website hosting and emails.</li> <li>• ImageFlow/Polycom provides teleconferencing equipment.</li> <li>• XEROX provides printing/scanning equipment.</li> </ul>
Any success case of programme's alumni?	-
Link or potential fit to digital entrepreneurship?	Great Potential
<b>C: Info</b>	
Source of reference	<a href="https://www.theegg.gr/en/">https://www.theegg.gr/en/</a>
Contact details	2116241700 <a href="mailto:info@theegg.gr">info@theegg.gr</a>

National Bank of Greece	
<b>A: Organization</b>	
Year of establishment	1841
Size (no. of employees)	8800
Type of organisation	Private
Sectorial focus (if any)	Banking
Country	Greece



Region	Attica
<b>B: Acceleration/Incubation Programme Description</b>	
Title	NBG Business Seeds
Short Description	<p>The NBG Business Seeds is a program supporting innovative and outward-looking entrepreneurship. At the same time, it highlights ideas and projects, educates and mentors teams, but also provides infrastructure, networking and financing. All the participants of the competition receive information and mentoring by the Bank's executives and the executives of our partners. Furthermore, everyone has an opportunity to present their idea, meet the other participants, as well as to learn more about the innovation support programs provided by our partners. Aside from the competition phase and the awarding of the proposals through the annual Innovation &amp; Technology Competition, emphasis is given to supporting selected proposals that received a distinction.</p> <p>Furthermore, special emphasis is given to the mentoring of the teams by experienced NBG executives, who, having a professional experience of more than 20 years in various sectors, will suggest targeted solutions to improve every innovative endeavor.</p>
Key objectives of the programme	The aim of NBG Business Seeds is to cultivate innovative entrepreneurship in Greece, giving young people the opportunity to develop their ideas and see them transform into promising companies.
Type of Beneficiaries (students? Alumni? Open? Other...)	Open
Structure of the incubation programme (duration, cycles, services provided, no of trainees)	<ul style="list-style-type: none"> <li>• Organisation of 4 four-days bootcamp (Athens, Patra, Thessaloniki, Heraklion)</li> <li>• Applications are open between July and October every year</li> <li>• Financial products and services. For example: <ul style="list-style-type: none"> <li>○ Amazon Web Services: Startups participating in the NBG Business Seeds have free access to AWS services: hosting, training, technical support and mentoring.</li> <li>○ Google: Provide mentoring sessions, to the NBG Business Seeds Companies, on how to use Google platforms as well as walkthrough of publicly available resources that NBG has identified as high potential during the last years. - Organize one 1-to-many seminar for the Business Seeds Companies around the Digital Ecosystem &amp; consumer transformation, digital media mapping, Social Media Content strategy, programmatic solutions, mobile and big data, end - Participate in the "Innovation &amp; Technology" competition that takes place twice per year, in January and in March, as well as in the Digital Topic related workshops</li> <li>○ Etc.</li> </ul> </li> <li>• 10 teams of each cycle win prizes</li> </ul>
No of cycles already implemented/delivered	12
Thematic Focus (horizontal? Vertical – specific sector?)	Sectors of interest: online or social entrepreneurship, the environment, culture, biotechnology, agriculture, transportations and energy Services: horizontal
Training Material (Topics)	Entrepreneurship
In-person, Virtual or Hybrid	Hybrid



Impact of the activities (numerical if known)	<ul style="list-style-type: none"> <li>• €550.000 in prizes</li> <li>• 6800 participants</li> <li>• 110 startups won</li> <li>• € 5,5 mil. in investments and loans</li> <li>• 2.000 jobs</li> </ul>
Does the organization run the programme internally or in collaboration with externals (organizations, individuals etc)?	The program is operated by NBG experts with the cooperation of big private and public organisations, Amazon Web Services, Google, Accenture, Bayer, CENSUS, etc.
Any success case of programme's alumni?	-
Link or potential fit to digital entrepreneurship?	Great Potential
<b>C: Info</b>	
Source of reference	<a href="https://www.nbg.gr/en/business/business-seeds">https://www.nbg.gr/en/business/business-seeds</a>
Contact details	2104848484

i4G	
<b>A: Organization</b>	
Year of establishment	2003
Size (no. of employees)	125
Type of organisation	Private Company
Sectorial focus (if any)	Technology, Science
Country	Greece
Region	Central Macedonia
<b>B: Acceleration/Incubation Programme Description</b>	
Title	i4G Incubator
Short Description	i4G is a Greek-based Incubator running a seed investment fund for tech and science startups. It is home to a vibrant community of more than 120 people, designed to create opportunities, to share knowledge and expertise, offer cross-sector business opportunities and inspire them to achieve new levels of success.
Key objectives of the programme	<p>The mission of i4G is to be a fundamental piece of the startup ecosystem of Greece, connecting the entrepreneurial, tech, and science communities to achieve greater good.</p> <p>The vision of i4G is to be recognized as a top location of choice for startups in South East Europe to build world-class business.</p>
Type of Beneficiaries (students? Alumni? Open? Other...)	<p>Tech Startups, Science Startups:</p> <p>Teams of 2 -3 individuals with complementary skills and tremendous work ethic</p>
Structure of the incubation programme (duration, cycles, services provided, no of trainees)	<ul style="list-style-type: none"> <li>• Office Space: Set up your venture in a modern &amp; pleasant environment with easily configured office areas from 25 sq.m. to 100 sq.m.</li> <li>• Business Services: They offer our startups legal, accounting, IT and desk clerk support for free or at heavily discounted prices.</li> <li>• Network: Work together with similar-minded people, participate in events and grow your professional network.</li> <li>• Coach &amp; Mentorship: They are working closely with the founders providing advice on a full range of business issues such as market</li> </ul>



	<p>business development, competition, company structure, and more.</p> <ul style="list-style-type: none"> <li>• Consultancy: We also support our startups in more advanced matters such as business planning, sales, investor meetings preparation, human resources, and more.</li> <li>• Access to markets: Get an extensive network of people in Greece, and many other countries around the world to help you expand your business.</li> </ul>
No of cycles already implemented/delivered	-
Thematic Focus (horizontal? Vertical – specific sector?)	horizontal
Training Material (Topics)	legal, accounting, IT, market business development, competition, company structure, business planning, sales, investor meetings preparation, human resources
In-person, Virtual or Hybrid	In-person
Impact of the activities (numerical if known)	<p>-45 companies have entered -2,330,000 euros invested -12 Investments by our fund</p> <ul style="list-style-type: none"> <li>• 30% bio-health</li> <li>• 60% software</li> <li>• 10% services</li> </ul>
Does the organization run the programme internally or in collaboration with externals (organizations, individuals etc)?	The company has established strong partnerships
Any success case of programme's alumni?	-
Link or potential fit to digital entrepreneurship?	Great potential
<b>C: Info</b>	
Source of reference	<a href="https://www.i4gpro.gr/our-story/">https://www.i4gpro.gr/our-story/</a> <a href="https://i4g.gr/">https://i4g.gr/</a>
Contact details	

HIGGS	
<b>A: Organization</b>	
Year of establishment	2012
Size (no. of employees)	9
Type of organisation	Nonprofit Organization
Sectorial focus (if any)	-
Country	Greece
Region	Athens
<b>B: Acceleration/Incubation Programme Description</b>	
Title	Green and Social Entrepreneurship Incubator
Short Description	The Green and Social Entrepreneurship Incubator is a training and consultancy program, especially designed for social & green entrepreneurship initiatives, with
Key objectives of the programme	The aim of the Incubator is help companies build capacity in strategic planning, establishing the organization, commencing operations and, ideally, attracting their first funding.



Type of Beneficiaries (students? Alumni? Open? Other...)	<p>The program is directed to non-profits that:</p> <ul style="list-style-type: none"> <li>• Are in the process of being established and operating as well as acquiring legal status</li> <li>• Have acquired legal status in the past 2 years and have commenced operations</li> <li>• Need a reboot, even if they have been operating for more than 2 years</li> <li>• Aiming to create a social and/or environmental impact</li> <li>• Have an economic sustainability model and a business plan for the creation of sustainable enterprises</li> </ul>
Structure of the incubation programme (duration, cycles, services provided, no of trainees)	<p><b>Program characteristics and benefits:</b>  <b>Cost:</b> There is no cost, the program is offered free of charge  <b>Duration:</b> 12 months  <b>Commencement:</b> November of each year  <b>Bootcamp:</b> Compulsory intensive four-week training (2 weeks in the first semester and two weeks in the second one), covering topics related to strategic planning, development of entrepreneurial activity, attracting investment, stakeholders communication, Pitch Deck and Business Model Canvas creation.  <b>Workshops:</b> free choice from an extensive list of specialized training seminars tailored to the needs of Greek initiatives/groups  <b>Advisory:</b> one to one meetings with the HIGGS Internal &amp; External Team of Experts, regarding every aspect of their operations. Indicatively: Legal, Accounting, Marketing &amp; Communications, Social Media, Volunteers Management  Participation of selected organisations in the <b>NBG Business Seeds Bootcamp</b>  <b>Networking:</b> with major Greek &amp; international non-profits, funders &amp; media  <b>Free use of the HIGGS premises</b> to develop their activities  <b>Sponsorship for the non-profits wishing to have their offices at HIGGS premises:</b> percent of the rent for the first 12 months in the program  <b>Application Period:</b> August – September each year  <b>Commencement of new cycle:</b> November, annually</p>
No of cycles already implemented/delivered	-
Thematic Focus (horizontal? Vertical – specific sector?)	<p>Horizontal services  Focus on Green and Social Entrepreneurship</p>
Training Material (Topics)	strategic planning, development of entrepreneurial activity, attracting investment, stakeholders communication, Pitch Deck and Business Model Canvas creation, Legal, Accounting, Marketing & Communications, Social Media, Volunteers Management
In-person, Virtual or Hybrid	<p>In-person  Due to Covid 19 the programme was held online</p>
Impact of the activities (numerical if known)	-
Does the organization run the programme internally or in collaboration with externals (organizations, individuals etc)?	7 externals (individuals)
Any success case of programme's alumni?	-



Link or potential fit to digital entrepreneurship?	Great Potential
<b>C: Info</b>	
Source of reference	<a href="https://higgs3.org/en/">https://higgs3.org/en/</a> <a href="https://higgs3.org/en/incubator/">https://higgs3.org/en/incubator/</a>
Contact details	211 411 6300 <a href="mailto:info@higgs3.org">info@higgs3.org</a>

Bizrupt	
<b>A: Organization</b>	
Year of establishment	2017
Size (no. of employees)	14
Type of organisation	Nonprofit Organization
Sectorial focus (if any)	-
Country	Greece
Region	Crete
<b>B: Acceleration/Incubation Programme Description</b>	
Title	Foundit
Short Description	Foundit is a project aimed at young people in Crete and the Dodecanese, between 18-35 years old, unemployed or part-time workers, who want to start their own business or need support in their business that has started in the last 12 months. It is implemented by Bizrupt and 100mentors and is fully funded by Prince's Trust International.
Key objectives of the programme	Its mission is to develop and promote entrepreneurship, mentality and innovative skills, in all age and social groups so that they can achieve a continuous and sustainable development for a better future.
Type of Beneficiaries (students? Alumni? Open? Other...)	People between 18-35 from Crete or Dodecanese Islands
Structure of the incubation programme (duration, cycles, services provided, no of trainees)	4-days online program. Agenda: <ul style="list-style-type: none"> <li>• Info-session</li> <li>• Foundit Training: <ul style="list-style-type: none"> <li>○ Entrepreneurial thinking</li> <li>○ Market and competition analysis</li> <li>○ Customers and marketing</li> <li>○ Business Plan</li> <li>○ Pricing and Invoicing</li> <li>○ Financial Management</li> <li>○ Accounting, Taxes and Starting a new Business</li> </ul> </li> <li>• Ready for Business?: <ul style="list-style-type: none"> <li>○ If yes, Mentoring – Business Launch - Business Mentoring</li> <li>○ If not, Mentoring to choose your career</li> </ul> </li> </ul>
No of cycles already implemented/delivered	13
Thematic Focus (horizontal? Vertical – specific sector?)	horizontal
Training Material (Topics)	Entrepreneurial thinking Market and competition analysis Customers and marketing



	Business Plan Pricing and Invoicing Financial Management Accounting, Taxes and Starting a new Business
In-person, Virtual or Hybrid	Virtual
Impact of the activities (numerical if known)	31 companies supported so far
Does the organization run the programme internally or in collaboration with externals (organizations, individuals etc)?	40+ external experts
Any success case of programme's alumni?	1.Cretan peaks, 2.Oqullar
Link or potential fit to digital entrepreneurship?	Excellent fit
<b>C: Info</b>	
Source of reference	<a href="https://www.bizrupt.gr/">https://www.bizrupt.gr/</a> <a href="https://foundit.bizrupt.gr/">https://foundit.bizrupt.gr/</a>
Contact details	<a href="mailto:info@bizrupt.gr">info@bizrupt.gr</a>

Corallia & Prince's Trust International	
<b>A: Organization</b>	
Year of establishment	-
Size (no. of employees)	-
Type of organisation	Unit of the Athena Research & Innovation Center in Information Communication & Knowledge Technologies
Sectorial focus (if any)	-
Country	Greece
Region	Attica
<b>B: Acceleration/Incubation Programme Description</b>	
Title	STARTAB
Short Description	The STARTAB Entrepreneurship Program is run by Corallia with the support of Prince's Trust International and is offered free of charge to young men and women aged 18-35. Participants have the opportunity to discover market trends and develop a business idea through a specialized full-day Seminar and then attend a 4-day interactive Entrepreneurship Seminar, where through workshops they explore the practical side of starting and running a business.
Key objectives of the programme	The vision of the Program remain the same is the continuous training and guidance of young people to develop their business skills and make their dream come true by establishing their own business
Type of Beneficiaries (students? Alumni? Open? Other...)	Young people between 18-35, unemployed or part-time workers
Structure of the incubation programme (duration, cycles, services provided, no of trainees)	Structure: <ul style="list-style-type: none"> <li>● Info-Session</li> <li>● Seminar on Business Idea exploration</li> <li>● 4 day seminar <ul style="list-style-type: none"> <li>○ Value Proposition Canvas</li> <li>○ Marketing, digital marketing and sales</li> <li>○ Financial Management</li> <li>○ Elevator Pitch</li> </ul> </li> </ul>





	<ul style="list-style-type: none"> <li>• Mentoring for one year (once per month) for business plan elaboration &amp; Pitching</li> <li>• Business mentoring for 1 year</li> </ul> <p>350 participants (not fixed) for the 4days seminar 125 participants provided with mentoring</p>
No of cycles already implemented/delivered	3 years of STARTAB
Thematic Focus (horizontal? Vertical – specific sector?)	horizontal
Training Material (Topics)	Value Proposition Canvas, Marketing, digital marketing and sales, Financial Management, Elevator Pitch, Business Plan
In-person, Virtual or Hybrid	
Impact of the activities (numerical if known)	82% of the participants improved their skills 73% improved their entrepreneurial skills
Does the organization run the programme internally or in collaboration with externals (organizations, individuals etc)?	- Knowl ( <a href="http://www.knowl.gr/home">http://www.knowl.gr/home</a> ) supports the participants who are not finally interested in developing their business through career development mentoring. - 80+ external experts
Any success case of programme's alumni?	Many success cases: ParentEd, charismama, Grestial, etc. ( <a href="https://startab.gr/success-stories/">https://startab.gr/success-stories/</a> )
Link or potential fit to digital entrepreneurship?	Excellent Fit
<b>C: Info</b>	
Source of reference	<a href="https://www.corallia.org/el/">https://www.corallia.org/el/</a> <a href="https://startab.gr/">https://startab.gr/</a>
Contact details	+30 210 63 00 770 <a href="mailto:info@startab.gr">info@startab.gr</a>

### Identified existing Incubation/Acceleration Programmes & Initiatives in Romania:

Junior Business Academy	
<b>A: Organization</b>	
Year of establishment	2022
Size (no. of employees)	
Type of organisation	Consortium
Sectorial focus (if any)	Education
Country	Romania
Region	Center
<b>B: Acceleration/Incubation Programme Description</b>	
Title	"Junior Business Academy - accelerator of labor market integration of new generations of students and graduates innovative entrepreneurs"
Short Description	The objective of the project Junior Business Academy is to increase the degree of innovation and sustainable use of technological, human and financial resources in the Center Region by training and integrating students and of university graduates on the labor market in the economic sectors with competitive potential identified



	according to SNC and the fields of intelligent specialization according to SNCDI.
Key objectives of the programme	<ol style="list-style-type: none"> <li>1. Discovering the entrepreneurial spirit among university students in the Central Region through an information campaign with at least 10 events.</li> <li>2. Ensuring the acquisition and consolidation of entrepreneurial skills for at least 360 students from the Central Region by carrying out an entrepreneurial training program using innovative learning methods oriented towards the fields of intelligent specialization according to SNCDI.</li> <li>3. Encouraging innovation and sustainable development by subsidizing and advising at least 14 enterprises that will generate value in the Central Region, in the economic sectors with competitive potential identified according to the CNS.</li> <li>4. Creating at least 70 new jobs in the Central Region, contributing to the increase of employment among students and graduates of university and non-university education.</li> <li>5. Ensuring the sustainability of the project and the results obtained by documenting and publishing case studies examples of good practice based on established enterprises in an integrated system of entrepreneurial support in the university consolidated around the Student Entrepreneurial Society.</li> <li>6. Supporting the operation and development of enterprises established through integrated mentoring, assistance, personalized consulting and monitoring activities during the implementation and sustainability period.</li> <li>7. Increasing the visibility of project results, experiences and procedures related to integrating innovation elements in entrepreneurial activities.</li> <li>8. Use the methods and tools of social innovation and promote the principles of non-discrimination, and social innovation, improving the accessibility, use and quality of information and communication technologies.</li> </ol>
Type of Beneficiaries (students? Alumni? Open? Other...)	Students
Structure of the incubation programme (duration, cycles, services provided, no of trainees)	Duration 40-hour Cycles – 18 Services provided – formation, mentorship and internship No trainees - 360
No of cycles already implemented/delivered	18
Thematic Focus (horizontal? Vertical – specific sector?)	horizontal
In-person, Virtual or Hybrid	Hybrid
Impact of the activities (numerical if known)	N/A
Does the organization run the programme internally or in collaboration with externals (organizations, individuals etc)?	In collaboration with individuals
Any success case of programme's alumni?	N/A



Link or potential fit to digital entrepreneurship?	N/A
<b>C: Info</b>	
Source of reference	<a href="http://umfst.ro">JBA - University 2 Business (umfst.ro)</a>
Contact details	

Start-Up Centru	
<b>A: Organization</b>	
Year of establishment	2019
Size (no. of employees)	
Type of organisation	
Sectorial focus (if any)	
Country	Romania
Region	Center
<b>B: Acceleration/Incubation Programme Description</b>	
Title	" <b>Start-up Centru</b> - Supporting entrepreneurial development as a result of facilitating self-employment in the Centru region (RO12), through assistance activities for non-agricultural business start-ups in urban areas"
Short Description	The overall objective of the project is to develop entrepreneurship in the Central Region by stimulating entrepreneurial initiative among 300 individuals (unemployed, inactive people, people who have a job and are setting up a business to create new jobs), by supporting the establishment, implementation, support and monitoring of 36 non-agricultural businesses in urban areas of the Central Development Region, which will create a minimum of 72 new sustainable jobs.
Key objectives of the programme	<p>Obj. 1. To stimulate, support, acquire and certify entrepreneurial skills and competencies, both theoretical and practical, for at least 300 people (unemployed, inactive people, people who have a job and want to set up a business to create new jobs) in the Central Development Region and to select 36 businesses in competitive fields, providing successful internships in each selected business.</p> <p>Obj 2. Increase access of 36 people whose business plans have been selected to professional and tailor-made services for the implementation of the 36 selected businesses, to services to ensure the establishment and start-up of these businesses and to tailor-made activities to support the exploitation of business ideas and their implementation, ensuring the creation of 72 new sustainable jobs.</p> <p>Obj 3. To increase the exploitation and development of the 36 selected business ideas by providing an efficient and tailor-made mechanism for monitoring the activities of the funded businesses, ensuring that the 72 new jobs created are sustained.</p>
Type of Beneficiaries (students? Alumni? Open? Other...)	Students / Other



Structure of the incubation programme (duration, cycles, services provided, no of trainees)	Duration 40 hours Cycles – 1 Service provided – Entrepreneurship training, business mentoring, implementation and financial monitoring No of trainees – 300
No of cycles already implemented/delivered	1
Thematic Focus (horizontal? Vertical – specific sector?)	horizontal
In-person, Virtual or Hybrid	In-person
Impact of the activities (numerical if known)	N/A
Does the organization run the programme internally or in collaboration with externals (organizations, individuals etc.)?	In collaboration with individuals
Any success case of the programme's alumni?	N/A
Link or potential fit to digital entrepreneurship?	6 projects related to digital transformation; tourism, real estate, business support, ehealth, HR, mobility
<b>C: Info</b>	
Source of reference	<a href="mailto:Start-up@CENTRU">Start-up@CENTRU</a> - <a href="http://Fonduri Structurale">Fonduri Structurale</a> ( <a href="http://fonduri-structurale.ro">fonduri-structurale.ro</a> )
Contact details	

Start-Up Urban	
<b>A: Organization</b>	
Year of establishment	2018
Size (no. of employees)	5
Type of organisation	Private
Sectorial focus (if any)	Entrepreneurship
Country	Romania
Region	Center
<b>B: Acceleration/Incubation Programme Description</b>	
Title	Start-Up Urban
Short Description	Start-up Urban is a winning project within the Romania Start-Up Plus Call (Human Capital Operational Programme - POCU 3.7). Start-up Urban selected 54 new business projects in cities in the 6 Transylvanian counties of the Central Region, which they are funding individually with a maximum of 39.000 euros under the Romania Start Up Plus funding line.
Key objectives of the programme	Creation support for new businesses (start-ups)
Type of Beneficiaries (students? Alumni? Open? Other...)	Individuals, in the age group 18-35
Structure of the incubation programme (duration, cycles, services provided, no of trainees)	1 cycle, duration: 40 hours Entrepreneurship education and training: management, marketing, HR, finances etc.
No of cycles already implemented/delivered	1
Thematic Focus (horizontal? Vertical – specific sector?)	Horizontal



Training Material (Topics)	
In-person, Virtual or Hybrid	In-person
Impact of the activities (numerical if known)	More than 30 individuals inducted in the
Does the organization run the programme internally or in collaboration with externals (organizations, individuals etc)?	In collaboration with individuals and organizations
Any success case of programme's alumni?	12 businesses funded
Link or potential fit to digital entrepreneurship?	Yes, supporting digital businesses
<b>C: Info</b>	
Source of reference	
Contact details	sabina.milcoveanu@iceberg.plus

CUPA	
<b>A: Organization</b>	
Year of establishment	2018
Size (no. of employees)	N/A
Type of organisation	Private
Sectorial focus (if any)	Entrepreneurship
Country	Romania
Region	Center, West, North West, North East
<b>B: Acceleration/Incubation Programme Description</b>	
Title	CUPA
Short Description	The project is dedicated to all sectors identified according to SNC and SNCDI, focusing on the following sectors: Wood and Furniture Industry, Creative Industries, Automotive Industry and Components, Information Technology and Telecommunication. CUPA brings to the entrepreneurs and managers who will participate in the project innovative technologies that transform digital business environment – virtual reality, augmented reality, 3D printers etc
Key objectives of the programme	Within the project, managerial / entrepreneurial and human resource departments will improve their strategic management skills and will be able to implement modern methods and practices in managing the business of their own so they have a direct impact in the development of the economic sectors. CUPA will use an innovative methodology for modelling and deploying digital services and products across non-governmental companies. CUPA is the catalyst for building our technical competence, innovation and financing hub.
Type of Beneficiaries (students? Alumni? Open? Other...)	Managers and managing staff from specialised departments in companies
Structure of the incubation programme (duration, cycles, services provided, no of trainees)	5 cycles, duration 2 weeks, over 450 trainees



No of cycles already implemented/delivered	5
Thematic Focus (horizontal? Vertical – specific sector?)	Horizontal (strategic and new tech skills) and vertical (various industries)
Training Material (Topics)	Learn Service Creation methodology
In-person, Virtual or Hybrid	In-person
Impact of the activities (numerical if known)	450 trainees
Does the organization run the programme internally or in collaboration with externals (organizations, individuals etc)?	In collaboration with individuals and organisations
Any success case of programme's alumni?	N/A
Link or potential fit to digital entrepreneurship?	New digital skills and competencies for managers
<b>C: Info</b>	
Source of reference	<a href="https://www.iceberg.ro/en/cupa-capital-uman-performant-si-adaptabil/">https://www.iceberg.ro/en/cupa-capital-uman-performant-si-adaptabil/</a>
Contact details	N/A

Techcelerator	
<b>A: Organization</b>	
Year of establishment	2018
Size (no. of employees)	N/A
Type of organisation	Private
Sectorial focus (if any)	Fintech, Deep Tech, AI
Country	Romania
Region	North West / Bucharest
<b>B: Acceleration/Incubation Programme Description</b>	
Title	Techcelerator
Short Description	Early-stage technology startups accelerator born in Romania in 2018 and backed by GapMinder VC, a 45 mil euro fund.
Key objectives of the programme	Our vision is to become the 1st choice for SEE startups when looking for partnerships of investment. We work with startups from various industries, engage with the latest technologies and support founders with big dreams.
Type of Beneficiaries (students? Alumni? Open? Other...)	Start-ups
Structure of the incubation programme (duration, cycles, services provided, no of trainees)	3 – 6 months, AI Accelerator for Early-Stage Startups in the SEE Region, Accelerate Grown-Stage FinTechs to become Investment Ready, Designed for SEE startups preparing for a C round, Investment match-making for the SEE startups
No of cycles already implemented/delivered	N/A
Thematic Focus (horizontal? Vertical – specific sector?)	Vertical (AI, Fintech)
Training Material (Topics)	



In-person, Virtual or Hybrid	In-person
Impact of the activities (numerical if known)	Over 100+ startups / 13,5 million € in investments
Does the organization run the programme internally or in collaboration with externals (organizations, individuals etc)?	In collaboration with external organizations
Any success case of programme's alumni?	N/A
Link or potential fit to digital entrepreneurship?	Yes
<b>C: Info</b>	
Source of reference	<a href="https://techcelerator.co/">https://techcelerator.co/</a>
Contact details	CLUJ-NAPOCA (ClujHub), 22-26 Ferdinand Street hello@techcelerator.co

The Spinoff	
<b>A: Organization</b>	
Year of establishment	-
Size (no. of employees)	-
Type of organisation	LLC
Sectorial focus (if any)	Sector agnostic
Country	Romania
Region	Bucharest / all regions
<b>B: Acceleration/Incubation Programme Description</b>	
Title	Startup Studio by factory
Short Description	The Spinoff is a startup incubator backed by Raiffeisen Bank.
Key objectives of the programme	<p>Although backed by a bank, the incubator accepts all types of startups, from all industries (and not just Fintech). Yet, they specifically focus on startups that emerge from R&amp;D, whether from academic institutions, research institutes and/or corporate R&amp;D departments. As long as the project has the potential to lead to a viable business with strong growth potential, it can be incubated at The Spinoff.</p> <p>The program lasts for 7 weeks and gives founder the possibility to receive €50,000 in the form of a loan from Raiffeisen Bank itself.</p> <p>In addition to funding, founders receive guidance and support throughout the program to turn their business idea into a working prototype and clear business plan.</p>
Type of Beneficiaries (students? Alumni? Open? Other...)	Open
Structure of the incubation programme (duration, cycles, services provided, no of trainees)	7 weeks
No of cycles already implemented/delivered	N/A
Thematic Focus (horizontal? Vertical – specific sector?)	All industries





Training Material (Topics)	Entrepreneurship
In-person, Virtual or Hybrid	Hybrid
Impact of the activities (numerical if known)	N/A
Does the organization run the programme internally or in collaboration with externals (organizations, individuals etc)?	With other
Any success case of programme's alumni?	N/A
Link or potential fit to digital entrepreneurship?	N/A
<b>C: Info</b>	
Source of reference	<a href="http://www.thespinoff.eu">www.thespinoff.eu</a>
Contact details	N/A

Early Game	
<b>A: Organization</b>	
Year of establishment	2021
Size (no. of employees)	-
Type of organisation	LLC
Sectorial focus (if any)	ITTechnology
Country	Romania
Region	Bucharest
<b>B: Acceleration/Incubation Programme Description</b>	
Title	-
Short Description	We are an early-stage venture capital firm investing in companies that jumpstart new industries in the emerging markets of Europe
Key objectives of the programme	EGV's goal is to invest in prospective start-ups in order to jumpstart new industries in the emerging markets of Europe.
Type of Beneficiaries (students? Alumni? Open? Other...)	Open (start-ups)
Structure of the incubation programme (duration, cycles, services provided, no of trainees)	4 to 6 weeks accelerator program; funding, mentoring and other business-related assistance
No of cycles already implemented/delivered	N/A
Thematic Focus (horizontal? Vertical – specific sector?)	Various industries
Training Material (Topics)	N/A
In-person, Virtual or Hybrid	All
Impact of the activities (numerical if known)	26 startups supported
Does the organization run the programme internally or in collaboration with externals (organizations, individuals etc)?	With externals
Any success case of programme's alumni?	RoboSelf, Ogre, Noble and others



Link or potential fit to digital entrepreneurship?	Digital first approach
<b>C: Info</b>	
Source of reference	<a href="https://earlygame.vc/">https://earlygame.vc/</a>
Contact details	4-6 Dimitrie Pompeiu Blvd, Globalworth Campus A, 6th Floor, Suite 601, Bucharest 020335, Romania  office@earlygame .vc

Spherik Accelerator	
<b>A: Organization</b>	
Year of establishment	2013
Size (no. of employees)	N/A
Type of organisation	NGO
Sectorial focus (if any)	N/ABanking, Consulting, Finance, Education
Country	Romania
Region	North West
<b>B: Acceleration/Incubation Programme Description</b>	
Title	Startup Growpad
Short Description	Spherik was the first accelerator launched in Romania whose mission is to connect startups with strategic resources and support the growth of the local ecosystem.
Key objectives of the programme	<p>Since 2013, our programs have promoted entrepreneurial education and mindset (pre-acceleration phase), helped great teams achieve significant business growth (acceleration phase) and contributed to the development of the innovation ecosystem (post-acceleration phase).</p> <p>Successful applicants will go through a 3-month in-depth acceleration program where they will learn the ins and outs of the business from seasoned experts. On average, startups that participated in their program raised between €177k – €1M.</p>
Type of Beneficiaries (students? Alumni? Open? Other...)	Open (startups)
Structure of the incubation programme (duration, cycles, services provided, no of trainees)	3 months; Workshops, training, mentoring
No of cycles already implemented/delivered	N/A
Thematic Focus (horizontal? Vertical – specific sector?)	Vertical
Training Material (Topics)	N/A
In-person, Virtual or Hybrid	In-person
Impact of the activities (numerical if known)	80% of alumni launched products/services
Does the organization run the programme internally or in collaboration with externals (organizations, individuals etc)?	With externals



Any success case of programme's alumni?	Prism, Jurio, bNesis etc.
Link or potential fit to digital entrepreneurship?	N/A
<b>C: Info</b>	
Source of reference	<a href="https://spherikaccelerator.com/">https://spherikaccelerator.com/</a>
Contact details	Str. Gării, nr 21 - Liberty Technology Park, Cluj Napoca contact@spherikaccelerator.com

Risky Business	
<b>A: Organization</b>	
Year of establishment	2016
Size (no. of employees)	N/A
Type of organisation	NGO
Sectorial focus (if any)	Student focused
Country	Romania
Region	North West
<b>B: Acceleration/Incubation Programme Description</b>	
Title	Student Startup Accelerator, Startup Avalanche, Fluxlabs
Short Description	Approach based on global best practices combined with our 5+ years working as a team supporting startups and our own experience as founders. Industry and stage agnostic, supporting startups at any stage, from idea to scaling and beyond.
Key objectives of the programme	Offering support on the five pillars of early-stage startup success: product, go-to-market, team, investment, and network.
Type of Beneficiaries (students? Alumni? Open? Other...)	Open (start-ups)
Structure of the incubation programme (duration, cycles, services provided, no of trainees)	Product, strategy, marketing, network, financing
No of cycles already implemented/delivered	N/A
Thematic Focus (horizontal? Vertical – specific sector?)	Agnostic
Training Material (Topics)	N/A
In-person, Virtual or Hybrid	In-person
Impact of the activities (numerical if known)	N/A
Does the organization run the programme internally or in collaboration with externals (organizations, individuals etc)?	In collaboration with individuals
Any success case of programme's alumni?	Printivate, Approd, Alris etc.
Link or potential fit to digital entrepreneurship?	N/A
<b>C: Info</b>	
Source of reference	<a href="https://www.riskybusiness.ro/">https://www.riskybusiness.ro/</a>



Contact details	<a href="mailto:withus@riskybusiness.ro">withus@riskybusiness.ro</a>
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Impact Hub	
<b>A: Organization</b>	
Year of establishment	2012
Size (no. of employees)	N/A
Type of organisation	LLC
Sectorial focus (if any)	Green Tech, Eco-Innovation
Country	Romania
Region	North West
<b>B: Acceleration/Incubation Programme Description</b>	
Title	ClimAccelerator
Short Description	Impact Hub Bucharest is an organization that supports the entrepreneurial development of initiatives positively impacting society within a global community. You will find collaborative workspaces, business development and incubation programs, conferences and events, and crowdfunding options here. Present in Bucharest since 2012, the organization is part of the global Impact Hub network with a physical presence in over 100 locations on 5 continents.
Key objectives of the programme	Founders get 3 months worth of in-depth training and mentoring plus €300,000 in funding to help them develop their first prototype. Also, they join Impact Hub's valuable network of alumni, mentors and experts.
Type of Beneficiaries (students? Alumni? Open? Other...)	Open
Structure of the incubation programme (duration, cycles, services provided, no of trainees)	3 months
No of cycles already implemented/delivered	-
Thematic Focus (horizontal? Vertical – specific sector?)	-
Training Material (Topics)	-
In-person, Virtual or Hybrid	In-person
Impact of the activities (numerical if known)	N/A
Does the organization run the programme internally or in collaboration with externals (organizations, individuals etc)?	In collaboration with individuals
Any success case of programme's alumni?	N/A
Link or potential fit to digital entrepreneurship?	N/A
<b>C: Info</b>	
Source of reference	<a href="https://www.impacthub.ro/">https://www.impacthub.ro/</a>
Contact details	Tudor Arghezi 8-10, clădirea Unimed, Parter-Etaj 1 - Bucharest <a href="mailto:contact@impacthub.ro">contact@impacthub.ro</a>



Innovation Labs	
<b>A: Organization</b>	
Year of establishment	
Size (no. of employees)	N/A
Type of organisation	LLC
Sectorial focus (if any)	Sector agnostic
Country	Romania
Region	Bucharest, Center, North West, North East, West
<b>B: Acceleration/Incubation Programme Description</b>	
Title	
Short Description	<p>Innovation Labs is one of Romania's top startup accelerators. In fact, they have 8 different verticals designed for specific industries such as: Agriculture, Blockchain, Fintech, Health tech, Cybersecurity and more.</p> <p>What's more is that the accelerator program is backed by industry leaders such as Carrefour in Retail, Societe Generale in Fintech, Microsoft, Orange and more.</p>
Key objectives of the programme	Each year, Innovation Labs runs a 7-month program where they offer startups mentorship, workshops and sessions to help them define their business plan, build their MVP, find product market fit and grow.
Type of Beneficiaries (students? Alumni? Open? Other...)	Students, Alumni
Structure of the incubation programme (duration, cycles, services provided, no of trainees)	7 months
No of cycles already implemented/delivered	10
Thematic Focus (horizontal? Vertical – specific sector?)	Agriculture, Blockchain, Fintech, Health tech, Cybersecurity and more.
Training Material (Topics)	Agriculture, Blockchain, Fintech, Health tech, Cybersecurity
In-person, Virtual or Hybrid	In-person and virtual
Impact of the activities (numerical if known)	450+ teams supported
Does the organization run the programme internally or in collaboration with externals (organizations, individuals etc)?	In collaboration with external organizations
Any success case of programme's alumni?	OncoChan, XVision, Coda Intelligence etc.
Link or potential fit to digital entrepreneurship?	Yes
<b>C: Info</b>	
Source of reference	<a href="https://www.innovationlabs.ro">https://www.innovationlabs.ro</a>
Contact details	

Carbon Incubator
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<b>A: Organization</b>	
Year of establishment	N/A
Size (no. of employees)	N/A
Type of organisation	Private
Sectorial focus (if any)	Gaming
Country	Romania
Region	Bucharest
<b>B: Acceleration/Incubation Programme Description</b>	
Title	-
Short Description	<p>Carbon Incubator is Romania's top startup incubator program for Gaming companies with a unique approach to indie growth. Carbon believes that for an indie to succeed, long-term nurturing is the ideal path, up to the product's completion.</p> <p>The focus lies in the product, helping in the making of the best game you can, and to develop your team's skills in the process.</p> <p>Carbon doesn't commonly take equity or ownership. Your company will remain 100% independent. Therefore, our business model is based strictly on revenue-share: we share the risk with you and we are committed to help you succeed up to the product's completion, and further.</p>
Key objectives of the programme	Craft impactful games, Deliver quality on execution, Build successful businesses, Develop a strong collaborative network.
Type of Beneficiaries (students? Alumni? Open? Other...)	Open / Start-ups
Structure of the incubation programme (duration, cycles, services provided, no of trainees)	<p>Offer is customizable, and tier based, allowing the start-ups to select the services that your team needs. The package can include: working space &amp; equipment, mentorship from industry veterans, development services, legal &amp; accounting services, PR &amp; marketing, sponsorships, publishing.</p> <p>Specific services: Development services, Industry events participation, PR &amp; Marketing, App stores publishing.</p>
No of cycles already implemented/delivered	N/A
Thematic Focus (horizontal? Vertical – specific sector?)	IT
Training Material (Topics)	N/A
In-person, Virtual or Hybrid	-
Impact of the activities (numerical if known)	N/A
Does the organization run the programme internally or in collaboration with externals (organizations, individuals etc)?	Internally
Any success case of programme's alumni?	N/A
Link or potential fit to digital entrepreneurship?	Yes
<b>C: Info</b>	
Source of reference	<a href="https://carbon-incubator.com">https://carbon-incubator.com</a>



Contact details	Charles de Gaulle Plaza 10th Floor, Piata Charles de Gaulle 15, Bucharest, Romania contact@carbon-incubator.com
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StepFwd	
<b>A: Organization</b>	
Year of establishment	-
Size (no. of employees)	-
Type of organisation	LLC
Sectorial focus (if any)	Sector agnostic
Country	Romania
Region	North West
<b>B: Acceleration/Incubation Programme Description</b>	
Title	Pre-Accelerator
Short Description	Tech startups with diverse teams go through our 8-weeks pre-accelerator program when they need guidance and support to grow.
Key objectives of the programme	Through tailored mentorship, startups will learn the best steps in launching your business, how to scale (inter)nationally and get guidance throughout the funding process.
Type of Beneficiaries (students? Alumni? Open? Other...)	Open
Structure of the incubation programme (duration, cycles, services provided, no of trainees)	<p>8 weeks.</p> <p><b>Workshops</b> Get a 360-degree view on the topics related to building a startup: customer and product development, business models, marketing, sales, startup legal mechanics, fundraising, and pitching.</p> <p><b>Hands-on Sessions</b> Startups assemble with 1 mentor into working groups. All startups get 20 minutes to collect feedback on their workshop assignments and learn from the feedback the other startups receive.</p> <p><b>1-on-1 with Lead Mentors</b> Meet with your lead mentor and a StepFWD team member for a 45 min call to talk about last week's progress and set up your next week's plan.</p> <p><b>Speed Mentoring</b> Engage with multiple mentors in back-to-back meetings. You'll discuss your problems and get feedback from great mentors.</p> <p><b>Investor Meetings</b> Meet with local and international angel investors and VC funds to learn what they look for in your startup and how to prepare for your investment round.</p> <p><b>Pitch Practice</b> Rehearse and improve your pitch with mentors and the StepFWD team. Master the process of building and delivering the perfect presentation at (any) Demo Day.</p>





	<p><b>Roundtables</b> You'll discuss some hard topics (going to top accelerators, founders self-care, etc.) with mentors and StepFWD alumni in a relaxed and friendly atmosphere.</p> <p><b>Community Sessions</b> You will participate both in 1-on-1 and group sessions to meet the rest of the participants, alumni from previous years and our community partners.</p> <p><b>Demo Day</b> Mentors, investors, community partners, corporates, press attendees are invited together with the broader community to the final event. Each startup gets to showcase their business in a 5 min pitch.</p>
No of cycles already implemented/delivered	2
Thematic Focus (horizontal? Vertical – specific sector?)	Sector Agnostic
Training Material (Topics)	N/A
In-person, Virtual or Hybrid	In-person
Impact of the activities (numerical if known)	25% of our alumni have got an investment. Together they raised over 1M Euros.
Does the organization run the programme internally or in collaboration with externals (organizations, individuals etc)?	In collaboration with externals (organisations)
Any success case of programme's alumni?	Acertivo, Helperz, LOPI, OxOa
Link or potential fit to digital entrepreneurship?	Yes
<b>C: Info</b>	
Source of reference	<a href="https://stepfwd.today/">https://stepfwd.today/</a>
Contact details	N/A

CATTIA	
<b>A: Organization</b>	
Year of establishment	2013
Size (no. of employees)	20+
Type of organisation	Public
Sectorial focus (if any)	Entrepreneurial
Country	Romania
Region	Center
<b>B: Acceleration/Incubation Programme Description</b>	
Title	CATTIA
Short Description	Business center, technology transfer and business incubator



Key objectives of the programme	Point of interest for the business, academic and institutional environment, by differentiating it from the competition, both from the perspective of the services offered and by the role of integrator of all activities within the center.
Type of Beneficiaries (students? Alumni? Open? Other...)	<ul style="list-style-type: none"> <li>● Young specialists, start-ups and companies active in priority areas: renewable energy, IT&amp;C, aeronautics and electrical engineering;</li> <li>● Consulting firms;</li> <li>● Representations of companies headquartered outside Braşov;</li> <li>● Companies from other fields of activity, with development potential and impact on the local and regional economy (eg. tourism, education, etc.);</li> <li>● Events organizers: conferences, fairs, exhibitions, etc.</li> </ul>
Structure of the incubation programme (duration, cycles, services provided, no of trainees)	<p>Designed to offer a full range of services related to its multiple functions such as: information center, incubation space for business and innovation in viable fields (renewable energy, IT&amp;C, aeronautics and electrical engineering), laboratories (testing, certification, homologation), company representatives, coworking area, multimedia space, spaces for events, workshops, seminars and exhibitions, professional services, as well as administrative area.</p> <p>Through its profile, the center aims to support new businesses in viable areas, ensure the transfer of know-how and mediate business.</p> <p>Through the newly created infrastructure, the Municipality of Braşov aimed to encourage the economic and social development of the Braşov Metropolitan Area by supporting the business environment.</p>
No of cycles already implemented/delivered	N/A
Thematic Focus (horizontal? Vertical – specific sector?)	Sector Agnostic
Training Material (Topics)	N/A
In-person, Virtual or Hybrid	In-person
Impact of the activities (numerical if known)	50+ events, workshops and meetings dedicated to various field of activities, thematic sectors, public private dialogue, entrepreneurial and innovation ecosystem
Does the organization run the programme internally or in collaboration with externals (organizations, individuals etc)?	In collaboration with other organisations, companies and individuals
Any success case of programme's alumni?	N/A
Link or potential fit to digital entrepreneurship?	Supporting several IT companies



C: Info	
Source of reference	<a href="https://www.cattia.ro/">https://www.cattia.ro/</a>
Contact details	cattia@metropolabrasov.ro

Rubik Hub	
A: Organization	
Year of establishment	N/A
Size (no. of employees)	N/A
Type of organisation	LLC
Sectorial focus (if any)	Sector agnostic
Country	Romania
Region	North West
B: Acceleration/Incubation Programme Description	
Title	N/A
Short Description	N/A
Key objectives of the programme	N/A
Type of Beneficiaries (students? Alumni? Open? Other...)	N/A
Structure of the incubation programme (duration, cycles, services provided, no of trainees)	6 months
No of cycles already implemented/delivered	N/A
Thematic Focus (horizontal? Vertical – specific sector?)	N/A
Training Material (Topics)	N/A
In-person, Virtual or Hybrid	
Impact of the activities (numerical if known)	N/A
Does the organization run the programme internally or in collaboration with externals (organizations, individuals etc)?	In collaboration with individuals
Any success case of programme's alumni?	N/A
Link or potential fit to digital entrepreneurship?	N/A
C: Info	
Source of reference	
Contact details	

CLUJ IT	
A: Organization	
Year of establishment	
Size (no. of employees)	20+
Type of organisation	Cluster
Sectorial focus (if any)	IT



Country	Romania
Region	North West
<b>B: Acceleration/Incubation Programme Description</b>	
Title	
Short Description	
Key objectives of the programme	
Type of Beneficiaries (students? Alumni? Open? Other...)	
Structure of the incubation programme (duration, cycles, services provided, no of trainees)	Working Groups are freely established by at least 3 member organizations of Cluj IT based on a common interest / project. Once the objective of the Working Group is achieved, the structure is dissolved or transformed into another one with a new objective. Typical Working Groups include: WG Learning and Development, WG Smart City, WG Data Intelligence, WG Business Projects etc.
No of cycles already implemented/delivered	N/A
Thematic Focus (horizontal? Vertical – specific sector?)	IT
Training Material (Topics)	
In-person, Virtual or Hybrid	
Impact of the activities (numerical if known)	N/A
Does the organization run the programme internally or in collaboration with externals (organizations, individuals etc)?	In collaboration with individuals
Any success case of programme's alumni?	N/A
Link or potential fit to digital entrepreneurship?	Promoting software companies
<b>C: Info</b>	
Source of reference	<a href="https://www.clujit.ro/">https://www.clujit.ro/</a>
Contact details	<a href="mailto:contact@clujit.ro">contact@clujit.ro</a>

CLUJ INNOVATION PARK	
<b>A: Organization</b>	
Year of establishment	2022
Size (no. of employees)	-
Type of organisation	-
Sectorial focus (if any)	-
Country	Romania
Region	Center, Nord-West
<b>B: Acceleration/Incubation Programme Description</b>	
Title	Cluj Innovation Park
Short Description	Cluj Innovation Park is a creative community that builds connections between startups, creatives, freelancers and corporations for innovation, education, and development purposes.
Key objectives of the programme	The programme aims to provide office and coworking spaces, event or meeting spaces, micro-production workshops, creative



	workshops, spaces for the cinema industry (film studio, media production spaces) for start-ups or mature businesses. The programme gives access to spaces, tools, facilities, knowledge, and networking for business development. Also, it intends at creating a social and business hub for start-ups or mature businesses.
Type of Beneficiaries (students? Alumni? Open? Other...)	Students, Alumni, Open
Structure of the incubation programme (duration, cycles, services provided, no of trainees)	
No of cycles already implemented/delivered	
Thematic Focus (horizontal? Vertical – specific sector?)	horizontal
Training Material (Topics)	
In-person, Virtual or Hybrid	Hybrid
Impact of the activities (numerical if known)	NA
Does the organization run the programme internally or in collaboration with externals (organizations, individuals etc)?	In collaboration with individuals
Any success case of programme's alumni?	NA
Link or potential fit to digital entrepreneurship?	NA
<b>C: Info</b>	
Source of reference	
Contact details	

Techventures SRL	
<b>A: Organization</b>	
Year of establishment	2018
Size (no. of employees)	-
Type of organisation	incubation-acceleration programme
Sectorial focus (if any)	-
Country	Romania
Region	Bucharest
<b>B: Acceleration/Incubation Programme Description</b>	
Title	Techventures
Short Description	This programme provides advice to strengthen professional skills and to connect start-ups with the business environment.
Key objectives of the programme	The programme intends to offer mentorship for individuals with innovative ideas but also for start-ups. Also, after the 3-month period programme, the start-ups formed could be beneficiaries of a seed investment or could pilot with an enterprise company.
Type of Beneficiaries (students? Alumni? Open? Other...)	Startups, teams, or individuals with innovative ideas



Structure of the incubation programme (duration, cycles, services provided, no of trainees)	3-month programme Services provided – mentorship, incubator, venture capital
No of cycles already implemented/delivered	5
Thematic Focus (horizontal? Vertical – specific sector?)	horizontal
Training Material (Topics)	Business development mentorship
In-person, Virtual or Hybrid	Hybrid
Impact of the activities (numerical if known)	NA
Does the organization run the programme internally or in collaboration with externals (organizations, individuals etc)?	External
Any success case of programme's alumni?	
Link or potential fit to digital entrepreneurship?	Great Potential
<b>C: Info</b>	
Source of reference	<a href="#">Tech Ventures   Startup Incubator in Bucharest</a>
Contact details	<a href="mailto:hello@techventures.ro">hello@techventures.ro</a>

CLUJ STARTUPS	
<b>A: Organization</b>	
Year of establishment	2012
Size (no. of employees)	-
Type of organisation	Incubator, accelerator
Sectorial focus (if any)	-
Country	Romania
Region	Nord-West
<b>B: Acceleration/Incubation Programme Description</b>	
Title	CLUJ STARTUPS
Short Description	The aim of the programme is to give access to a wide network (investors, mentors, startup founders, event organisers, possible employees etc) for supporting startups.
Key objectives of the programme	<ol style="list-style-type: none"> <li>1.Support startups with workshops, connections, mentoring or other activities</li> <li>2.Attract business and investment interest towards the local ecosystem</li> <li>3.Organise community and educational meetups</li> <li>4.Promote events, meetups, other opportunities for startups</li> <li>5.Provide professional development for our volunteers</li> </ol>
Type of Beneficiaries (students? Alumni? Open? Other...)	Startups, teams, or individuals with innovative ideas
Structure of the incubation programme (duration, cycles, services provided, no of trainees)	Services provided – formation, mentorship, incubator, accelerator



No of cycles already implemented/delivered	
Thematic Focus (horizontal? Vertical – specific sector?)	horizontal
Training Material (Topics)	
In-person, Virtual or Hybrid	Hybrid
Impact of the activities (numerical if known)	100 partnerships, 1000 startups in Romania
Does the organization run the programme internally or in collaboration with externals (organizations, individuals etc)?	External
Any success case of programme's alumni?	
Link or potential fit to digital entrepreneurship?	Great Potential
<b>C: Info</b>	
Source of reference	<a href="https://clujstartups.com/">https://clujstartups.com/</a>
Contact details	<a href="mailto:contact@clujstartups.com">contact@clujstartups.com</a>

COMMONS ACCEL	
<b>A: Organization</b>	
Year of establishment	2012
Size (no. of employees)	-
Type of organisation	Equity-free
Sectorial focus (if any)	Education & Innovation, Sustainable Cities & Communities, Responsible Business
Country	Romania
Region	Center
<b>B: Acceleration/Incubation Programme Description</b>	
Title	
Short Description	The programme is a mentorship-driven, equity-free accelerator, led by businesspeople that provide advice to solve problems and create innovative solutions for the Business Ecosystem.
Key objectives of the programme	1.Mentorship for startups 2.Commercialization, Internationalization & scaling support 3.Training and workshops
Type of Beneficiaries (students? Alumni? Open? Other...)	Startups, teams, or individuals with innovative ideas
Structure of the incubation programme (duration, cycles, services provided, no of trainees)	75 hours of training and workshops 3-month period of trainings and 12 month of post-graduation support
No of cycles already implemented/delivered	
Thematic Focus (horizontal? Vertical – specific sector?)	horizontal
Training Material (Topics)	
In-person, Virtual or Hybrid	Hybrid





Impact of the activities (numerical if known)	2000 accelerated start-ups, 6 university accelerators
Does the organization run the programme internally or in collaboration with externals (organizations, individuals etc)?	External
Any success case of programme's alumni?	<a href="#">Descopera stilistii din zona ta - Stailer</a>
Link or potential fit to digital entrepreneurship?	+40 729 013 101 andrei@commonsaccel.ro
<b>C: Info</b>	
Source of reference	<a href="#">Commons Accel   Startup Acceleration Program   Romania</a>
Contact details	+40 729 013 101 andrei@commonsaccel.ro

### Identified existing Incubation/Acceleration Programmes & Initiatives in Poland:

Start-up Academy	
<b>A: Organization</b>	
Year of establishment	2016
Size (no. of employees)	4
Type of organisation	Private
Sectorial focus (if any)	
Country	Poland
Region	Masovia + All Regions
<b>B: Acceleration/Incubation Programme Description</b>	
Title	Startup Academy Incubator
Short Description	<p>Startup Academy is an organization supporting: young entrepreneurs who want to start and develop their own business, local governments that are ready to locally spread entrepreneurship among young people and large companies that want to increase the effectiveness of their activities and generate innovations using startup tools, methods and techniques.</p> <p>We organize open events, training and mentoring, during which participants receive specific tips, techniques and tools needed to operate effectively and start their business. We translate innovative methods of building startups such as Lean Startup and Customer Development into the local market.</p>
Key objectives of the programme	To help young, promising startups expand their business.
Type of Beneficiaries (students? Alumni? Open? Other...)	Open
Structure of the incubation programme (duration, cycles, services provided, no of trainees)	various - from a typical 3 month incubation programme, though individual consultations, to a regular Start-up Wednesdays
No of cycles already implemented/delivered	Not known
Thematic Focus (horizontal? Vertical – specific sector?)	None
Training Material (Topics)	Start-up free e-book
In-person, Virtual or Hybrid	Hybrid



Impact of the activities (numerical if known)	They have supported 50 editions and 40 000 participants
Does the organization run the programme internally or in collaboration with externals (organizations, individuals etc)?	In collaboration with external experts
Any success case of programme's alumni?	
Link or potential fit to digital entrepreneurship?	Many of their editions are online and some of them support either directly IT startups, or digitalization topics
<b>C: Info</b>	
Source of reference	<a href="https://startupacademy.pl/">https://startupacademy.pl/</a>
Contact details	ul. Bobrowiecka 1a, 00-728 Warszawa

Start-up Spark (by Łódź Economic Zone)	
<b>A: Organization</b>	
Year of establishment	2017
Size (no. of employees)	15
Type of organisation	public
Sectorial focus (if any)	IoT, VR, AR, AI, cybersecurity
Country	Poland
Region	Lodz
<b>B: Acceleration/Incubation Programme Description</b>	
Title	Start-Up Spark 2.0.
Short Description	Acceleration Programme
Key objectives of the programme	<p>Startup Spark 2.0 is an acceleration program implemented in Lodz Special Economic Zone in 2017-2021, in cooperation with 12 Partners: international corporations, i.e. Ericsson, PwC, Procter &amp; Gamble, Robert Bosch, Siemens, Airbus, HackerU and local companies developing globally Polish technological thought: Bluerank, Indigo Nails, Ceramika Paradyż, Grupa Pietrucha and WDX.</p> <p>As part of acceleration, the startup is connected with a Business Partner and an operational mentor (startup guardian). A team composed in this way works together for a maximum of 6 months in order to develop a product or service, and then its commercialization.</p> <p>At Startup Spark, we have developed acceleration in the Venture Building model. This means that the mentors in the program are available to companies in an operational way. Each startup is looked after by one of the mentors, who should be treated as the coordinator of the acceleration process. All Spark operational mentors remain at the startup's disposal, according to its needs. The</p>



	Venture Building model, i.e. commitment in an operational way, means actual work on the project during the acceleration, and not only consulting and advisory activities.
Type of Beneficiaries (students? Alumni? Open? Other...)	Open
Structure of the incubation programme (duration, cycles, services provided, no of trainees)	The project had 2 editions, 102 start-ups
No of cycles already implemented/delivered	2
Thematic Focus (horizontal? Vertical – specific sector?)	horizontal
Training Material (Topics)	<ul style="list-style-type: none"> <li>• entrepreneurship</li> <li>• communication</li> <li>• design thinking</li> </ul>
In-person, Virtual or Hybrid	hybrid
Impact of the activities (numerical if known)	3 mln EUR in grants for the startups
Does the organization run the programme internally or in collaboration with externals (organizations, individuals etc)?	With collaboration with externals
Any success case of programme's alumni?	Not known
Link or potential fit to digital entrepreneurship?	The thematic/sectorial focus
<b>C: Info</b>	
Source of reference	<a href="https://startupspark.io/en/startup-spark-en/">https://startupspark.io/en/startup-spark-en/</a>
Contact details	hi@startupspark.io

Space3ac	
<b>A: Organization</b>	
Year of establishment	2016
Size (no. of employees)	not known
Type of organisation	private
Sectorial focus (if any)	none
Country	Poland
Region	Gdansk (Pomerania) + All Regions
<b>B: Acceleration/Incubation Programme Description</b>	
Title	Space3ac Accelerator
Short Description	
Key objectives of the programme	Advisory, mentoring and investment services for mature student enterprises and startups.
Type of Beneficiaries (students? Alumni? Open? Other...)	Start-ups
Structure of the incubation programme (duration, cycles, services provided, no of trainees)	The acceleration program lasts six to eight weeks, includes workshops, lectures, consultations. It ends with a final gala where participants present developed ideas or business models to mentors and the so-called Business Angels
No of cycles already implemented/delivered	7
Thematic Focus (horizontal? Vertical – specific sector?)	horizontal



Training Material (Topics)	basics of business development, business models, technological and business challenges
In-person, Virtual or Hybrid	Hybrid
Impact of the activities (numerical if known)	140 startups accelerated + 24M EUR for startups + 60 international mentors
Does the organization run the programme internally or in collaboration with externals (organizations, individuals etc)?	in collaboration with externals companies and experts
Any success case of programme's alumni?	Not known
Link or potential fit to digital entrepreneurship?	their 2020 edition was digital
<b>C: Info</b>	
Source of reference	<a href="https://www.space3.ac/">https://www.space3.ac/</a>
Contact details	hello@space3.ac

Impact Poland (by FundingBox)	
<b>A: Organization</b>	
Year of establishment	2018
Size (no. of employees)	Appr. 10
Type of organisation	private
Sectorial focus (if any)	Industry
Country	Poland
Region	All Regions
<b>B: Acceleration/Incubation Programme Description</b>	
Title	Impact Poland
Short Description	<p>IMPACT_POLAND (2.0) is a unique, author's startup Acceleration Program, developed by FundingBox Accelerator Sp. z o.o.</p> <p>The aim of the programme is to accelerate development and to support innovative, creative micro and small entrepreneurs and to check their potential with the use of infrastructure, experience and resources of technology recipients (large and medium-sized enterprises).</p> <p>Project Implementation period: 05.09.2018 – 30.06.2022</p> <p>Amount of expenditure intended for grants: 10 000 000 PLN</p>
Key objectives of the programme	Accelerate start-ups matched with industry players
Type of Beneficiaries (students? Alumni? Open? Other...)	Start-up teams
Structure of the incubation programme (duration, cycles, services provided, no of trainees)	flexible Acceleration Program lasting from 3 to 6 months opportunity to implement/pilot in cooperation with a large company non-refundable financial support - a grant up to 200 000 zł 400 hours of consultancy and mentoring



	individual technology consultancy – support from technology experts from large and medium-sized enterprises mentoring consultancy (ai. in terms of image creation, data protection, intellectual property, etc.) post-acceleration – assistance in acquiring investors, additional sources of financing for new solutions, and implementing them on the market
No of cycles already implemented/delivered	4
Thematic Focus (horizontal? Vertical – specific sector?)	none, but with the following industry: Chemistry - Grupa Azoty Automotive - Plus Flota Construction - Lafarge Health - Grupa LUX MED Energetics - PGE Nowa Energia Research - Nielsen
Training Material (Topics)	
In-person, Virtual or Hybrid	Hybrid
Impact of the activities (numerical if known)	48 start-ups accelerated
Does the organization run the programme internally or in collaboration with externals (organizations, individuals etc)?	in collaboration with externals companies and experts
Any success case of programme's alumni?	Not known
Link or potential fit to digital entrepreneurship?	
<b>C: Info</b>	
Source of reference	<a href="https://impactpoland.pl/en/">https://impactpoland.pl/en/</a>
Contact details	impactpoland@fundingbox.com

AccelUp	
<b>A: Organization</b>	
Year of establishment	2017
Size (no. of employees)	Appr. 10
Type of organisation	public
Sectorial focus (if any)	FinTech, InsurTech and Telco
Country	Poland
Region	All Regions
<b>B: Acceleration/Incubation Programme Description</b>	
Title	AccelUp Accelerator
Short Description	Up to 6 months of close cooperation with Strategic Partner, supervision of experts and preparing to scale up your business globally
Key objectives of the programme	Development and implementation of new products in the specific sectors with pre-matched partners
Type of Beneficiaries (students? Alumni? Open? Other...)	start-ups, employees
Structure of the incubation programme (duration, cycles, services provided, no of trainees)	The support has three stages: 1. Product development 2. Produce implementation 3. Post-Acceleration support



	<p>The participants receive the following benefits:</p> <p>Business know-how and financial support (up to PLN 200,000)</p> <ul style="list-style-type: none"> <li>• 100+ consulting hours with leading experts (law, technology, business, design)</li> <li>• Non-equity model: all shares remain owned by the startup.</li> <li>• Proof Of Concept in cooperation with global brands: recipients of your technologies</li> <li>• International network of contacts: global VCs, innovation hubs, coworking spaces, business angels, entrepreneurs</li> </ul>
No of cycles already implemented/delivered	5
Thematic Focus (horizontal? Vertical – specific sector?)	none (FinTech, InsurTech and Telco)
Training Material (Topics)	
In-person, Virtual or Hybrid	hybrid
Impact of the activities (numerical if known)	Acceleration: 50
Does the organization run the programme internally or in collaboration with externals (organizations, individuals etc)?	over 30 external experts
Any success case of programme's alumni?	more than 50M Euro raised by the start-ups from external investors
Link or potential fit to digital entrepreneurship?	Good fit, with the banking and fintech development being fully online even before the pandemic
<b>C: Info</b>	
Source of reference	<a href="https://accelpoint.com/accelup/">https://accelpoint.com/accelup/</a>
Contact details	ul. Mokotowska 1, "beIN Offices" 00-640 Warszawa

HugeTech	
<b>A: Organization</b>	
Year of establishment	2018
Size (no. of employees)	25+
Type of organisation	private
Sectorial focus (if any)	Industrial Internet of Things (IIoT), Fintech and Biotechnology in Pharma
Country	Poland
Region	All Poland
<b>B: Acceleration/Incubation Programme Description</b>	
Title	IDEA Global Accelerator (by HugeTECH Sp. z o. o.)
Short Description	
Key objectives of the programme	Reach implementation phase
Type of Beneficiaries (students? Alumni? Open? Other...)	Start-ups
Structure of the incubation programme (duration, cycles, services provided, no of trainees)	3-6 months
No of cycles already implemented/delivered	4



Thematic Focus (horizontal? Vertical – specific sector?)	Industrial Internet of Things (IIoT), Fintech and Biotechnology in Pharma
Training Material (Topics)	unclear, though both mentoring and coaching are in the programme
In-person, Virtual or Hybrid	last edition was virtual
Impact of the activities (numerical if known)	unknown
Does the organization run the programme internally or in collaboration with externals (organizations, individuals etc)?	in collaboration with external experts
Any success case of programme's alumni?	unknown
Link or potential fit to digital entrepreneurship?	both IoT and Fintech
<b>C: Info</b>	
Source of reference	<a href="https://ideaglobal.pl/">https://ideaglobal.pl/</a>
Contact details	+48 790 229 119

DGA S.A.	
<b>A: Organization</b>	
Year of establishment	2010
Size (no. of employees)	unknown
Type of organisation	private
Sectorial focus (if any)	industry
Country	Poland
Region	All
<b>B: Acceleration/Incubation Programme Description</b>	
Title	IndustryLab II
Short Description	Acceleration course made with industry players, focused on pilot implementations in their industry sites
Key objectives of the programme	Reach implementation stage
Type of Beneficiaries (students? Alumni? Open? Other...)	Start-ups
Structure of the incubation programme (duration, cycles, services provided, no of trainees)	6 months programme (mentoring and business planning)
No of cycles already implemented/delivered	5
Thematic Focus (horizontal? Vertical – specific sector?)	Industry
Training Material (Topics)	Rather 1-on-1 and group works (workshops)
In-person, Virtual or Hybrid	Hybrid
Impact of the activities (numerical if known)	48+ startups accelerated
Does the organization run the programme internally or in collaboration with externals (organizations, individuals etc)?	with external experts and partners
Any success case of programme's alumni?	unknown





Link or potential fit to digital entrepreneurship?	
<b>C: Info</b>	
Source of reference	<a href="https://www.industrylab.pl/">https://www.industrylab.pl/</a>
Contact details	<a href="mailto:biuro@industrylab.pl">biuro@industrylab.pl</a> , +48 61 859 59 00

MIT Enterprise Forum	
<b>A: Organization</b>	
Year of establishment	2002
Size (no. of employees)	20+
Type of organisation	private NGO
Sectorial focus (if any)	none
Country	Poland
Region	All
<b>B: Acceleration/Incubation Programme Description</b>	
Title	<b>MIT Enterprise Forum CEE Accelerator</b>
Short Description	Accelerator has a strong track record of transforming innovative, early stage startups into rapidly growing businesses with access to international markets. We help entrepreneurs to implement best practices while avoiding common mistakes. The Accelerator gives you access to successful mentors combined with quality training developed by members of the MIT and MIT Enterprise Forum communities. The program culminates in a high profile Demo Day featuring pitches from the finalists and a poster session for all participants.
Key objectives of the programme	Implementation in any of the key Acceleration Partners
Type of Beneficiaries (students? Alumni? Open? Other...)	Open
Structure of the incubation programme (duration, cycles, services provided, no of trainees)	1 cycle, up to 6 months Working on: Business Models Pitching Academy Scaling up Looking for investors/funds
No of cycles already implemented/delivered	8
Thematic Focus (horizontal? Vertical – specific sector?)	none
Training Material (Topics)	Business Models Pitching Academy Scaling up Looking for investors/funds
In-person, Virtual or Hybrid	Virtual
Impact of the activities (numerical if known)	unknown
Does the organization run the programme internally or in collaboration with externals (organizations, individuals etc)?	internally
Any success case of programme's alumni?	unknown



Link or potential fit to digital entrepreneurship?	
<b>C: Info</b>	
Source of reference	<a href="https://mitfcee.org/">https://mitfcee.org/</a>
Contact details	<a href="mailto:info@fpt.org.pl">info@fpt.org.pl</a>

Alior Bank	
<b>A: Organization</b>	
Year of establishment	2008
Size (no. of employees)	6000+
Type of organisation	Private (bank)
Sectorial focus (if any)	banking, fintech
Country	Poland
Region	All, open Globally
<b>B: Acceleration/Incubation Programme Description</b>	
Title	RBL_Start
Short Description	RBL_START is an acceleration program of Alior Bank operating mainly in the fintech area for 5 years. It deals with the scouting of innovative projects and mentoring for young companies. This year, entities are looking to propose the most interesting solutions in the area of human-mobile interactions.
Key objectives of the programme	Find implementable solutions in the banking and fintech area
Type of Beneficiaries (students? Alumni? Open? Other...)	Open
Structure of the incubation programme (duration, cycles, services provided, no of trainees)	10 week acceleration course, where start-ups work with mentors on the product and the business model
No of cycles already implemented/delivered	5
Thematic Focus (horizontal? Vertical – specific sector?)	human-mobile interactions in banking, fintech
Training Material (Topics)	unknown
In-person, Virtual or Hybrid	virtual
Impact of the activities (numerical if known)	unknown
Does the organization run the programme internally or in collaboration with externals (organizations, individuals etc)?	internal
Any success case of programme's alumni?	unknown
Link or potential fit to digital entrepreneurship?	all applicants are digital, mobile users oriented
<b>C: Info</b>	
Source of reference	<a href="https://www.accelerator.aliorbank.pl/">https://www.accelerator.aliorbank.pl/</a>
Contact details	<a href="mailto:accelerator@alior.pl">accelerator@alior.pl</a>

Concordia Design	
<b>A: Organization</b>	
Year of establishment	2021



Size (no. of employees)	40+
Type of organisation	Public NGO
Sectorial focus (if any)	AI, Cybersecurity, Smart City
Country	Poland
Region	All, open Globally
<b>B: Acceleration/Incubation Programme Description</b>	
Title	Concordia Design Accelerator
Short Description	Support for the development of companies and the economy in the reality of the "post-COVID economy". The goal of the Acceleration Programme is to connect innovative startups with small, medium and large enterprises as well as local government units or local government legal entities that are looking for innovations in the area of, among others, Cybersecurity, Artificial Intelligence (AI) and Smart City.
Key objectives of the programme	Find implementable solutions in the focus fields
Type of Beneficiaries (students? Alumni? Open? Other...)	Open
Structure of the incubation programme (duration, cycles, services provided, no of trainees)	3-6 months, soft landing + accelerator
No of cycles already implemented/delivered	3
Thematic Focus (horizontal? Vertical – specific sector?)	AI, Cybersecurity, Smart City
Training Material (Topics)	unknown
In-person, Virtual or Hybrid	hybrid
Impact of the activities (numerical if known)	18 start-ups invested
Does the organization run the programme internally or in collaboration with externals (organizations, individuals etc)?	internal
Any success case of programme's alumni?	unknown
Link or potential fit to digital entrepreneurship?	all applicants are digital, mobile users oriented
<b>C: Info</b>	
Source of reference	<a href="https://accelerator.concordiadesign.pl/">https://accelerator.concordiadesign.pl/</a>
Contact details	<a href="mailto:accelerator@concordiadesign.pl">accelerator@concordiadesign.pl</a>

Google Polska	
<b>A: Organization</b>	
Year of establishment	2005
Size (no. of employees)	633
Type of organisation	Private
Sectorial focus (if any)	Technology
Country	Poland
Region	Masovia
<b>B: Acceleration/Incubation Programme Description</b>	
Title	Campus Warsaw - Google for Startups



Short Description	Google for Startups Accelerator supports selected startups on their path to growth and innovation. Through the program, we share our approach to building successful companies, our AI-first methodology, and best practices for leadership. We also connect selected startups to expert mentors from across the globe who can help them solve their top technical and product challenges.
Key objectives of the programme	To help young, promising startups expand their business.
Type of Beneficiaries (students? Alumni? Open? Other...)	Open
Structure of the incubation programme (duration, cycles, services provided, no of trainees)	3-month program
No of cycles already implemented/delivered	Not known
Thematic Focus (horizontal? Vertical – specific sector?)	Vertical (ICT technologies)
Training Material (Topics)	<ul style="list-style-type: none"> <li>meetings and workshops with experts</li> <li>mentoring by Google engineers and external specialists,</li> <li>access to Google products and technical knowledge.</li> </ul>
In-person, Virtual or Hybrid	Hybrid
Impact of the activities (numerical if known)	78 startups took part in the program and took advantage of direct mentoring - 76% of these startups collected funding with a total amount exceeding \$ 165 million.
Does the organization run the programme internally or in collaboration with externals (organizations, individuals etc)?	In collaboration with external experts
Any success case of programme's alumni?	companies Infermedica, Autenti
Link or potential fit to digital entrepreneurship?	Great potential
<b>C: Info</b>	
Source of reference	<a href="https://www.campus.co/warsaw/">https://www.campus.co/warsaw/</a>
Contact details	Pl. Konesera 10 03-736 Warszawa Polska

Cracow University of Economics	
<b>A: Organization</b>	
Year of establishment	1925
Size (no. of employees)	Appr. 1500
Type of organisation	public
Sectorial focus (if any)	education
Country	Poland
Region	Lesser Poland
<b>B: Acceleration/Incubation Programme Description</b>	
Title	Academy of creativity - idea, potential, entrepreneur
Short Description	The aim of the project is to develop the university's offer in terms of the implementation of the third mission, through implementation



	programs. in cooperation with org. NGOs among 180 people active in the labor market, experienced as entrepreneurs, or developing their professional career towards being an entrepreneur.
Key objectives of the programme	<p>The program aims to develop the skills needed to run own business:</p> <p>Acquiring knowledge that will facilitate cooperation in a team, broadening the skills of interpersonal communication.</p> <p>Acquiring the ability to create your own image in formal situations and informal.</p> <p>Getting to know practical methods of coping with stress.</p> <p>Developing creative thinking skills, prototyping creative solutions and evaluating business ideas.</p> <p>Presenting how modern enterprises operate and what is the role of employees in their development.</p> <p>Acquiring the knowledge needed to set up, run and development of innovative business activities.</p>
Type of Beneficiaries (students? Alumni? Open? Other...)	Open
Structure of the incubation programme (duration, cycles, services provided, no of trainees)	The project has 3 editions, each of them involves 60 trainees
No of cycles already implemented/delivered	2
Thematic Focus (horizontal? Vertical – specific sector?)	horizontal
Training Material (Topics)	<ul style="list-style-type: none"> <li>• entrepreneurship</li> <li>• communication</li> <li>• design thinking</li> </ul>
In-person, Virtual or Hybrid	hybrid
Impact of the activities (numerical if known)	Not known
Does the organization run the programme internally or in collaboration with externals (organizations, individuals etc)?	Internally
Any success case of programme's alumni?	Not known
Link or potential fit to digital entrepreneurship?	Great potential
<b>C: Info</b>	
Source of reference	<a href="https://akademiakreatywnosci.uek.krakow.pl/">https://akademiakreatywnosci.uek.krakow.pl/</a>
Contact details	makowiec@uek.krakow.pl

Leon Kozminski Academy	
<b>A: Organization</b>	
Year of establishment	1993
Size (no. of employees)	not known
Type of organisation	private
Sectorial focus (if any)	Education
Country	Poland
Region	Masovia



<b>B: Acceleration/Incubation Programme Description</b>	
Title	Kozminski Venture Lab
Short Description	Kozminski Venture Lab creates and implements innovations for institutions, society, business.
Key objectives of the programme	Advisory, mentoring and investment services for mature student enterprises and startups.
Type of Beneficiaries (students? Alumni? Open? Other...)	Students, Alumni
Structure of the incubation programme (duration, cycles, services provided, no of trainees)	The acceleration program lasts six to eight weeks, includes workshops, lectures, consultations. It ends with a final gala where participants present developed ideas or business models to mentors and the so-called Business Angels
No of cycles already implemented/delivered	3
Thematic Focus (horizontal? Vertical – specific sector?)	horizontal
Training Material (Topics)	basics of business development, business models, technological and business challenges
In-person, Virtual or Hybrid	Hybrid
Impact of the activities (numerical if known)	Pre-incubations: 29 Pre-accelerations: 12 Accelerations: 13
Does the organization run the programme internally or in collaboration with externals (organizations, individuals etc)?	in collaboration with externals companies and experts
Any success case of programme's alumni?	Not known
Link or potential fit to digital entrepreneurship?	Great potential
<b>C: Info</b>	
Source of reference	<a href="https://kozminskihub.com/home-page/">https://kozminskihub.com/home-page/</a>
Contact details	<a href="mailto:info@kozminskihub.com">info@kozminskihub.com</a> ul. Jagiellońska 59 03-301 Warszawa

<b>SWPS University</b>	
<b>A: Organization</b>	
Year of establishment	1996
Size (no. of employees)	Appr. 350
Type of organisation	private
Sectorial focus (if any)	Education
Country	Poland
Region	Masovia
<b>B: Acceleration/Incubation Programme Description</b>	
Title	Academy of Innovation SWPS project
Short Description	As part of the program, teams of 3 students are supported for a year in the development of an idea for their project / product / service by a



	team of trainers and business specialists (consultants for PR, marketing, finance, investments, service / product design)
Key objectives of the programme	Supporting SWPS students in developing their own business idea.
Type of Beneficiaries (students? Alumni? Open? Other...)	Students
Structure of the incubation programme (duration, cycles, services provided, no of trainees)	<p>E-learning course</p> <p>29 hours of basic workshops with an expert from the scope of designing services and products, and 5 x 2 hours of additional workshops for those willing</p> <p>3–15 hours (depending on the team's needs) of consultation with the individual tutor of the project team (university employees, including the Transfer CenterKnowledge)</p> <p>1-4 hours (depending on the team's needs) consultations with external experts (business practitioners from the e-commerce, ICT, VR and many other industries)</p>
No of cycles already implemented/delivered	2019/2020 academic year - pilot edition; Edition 2nd and 3rd - 2021/2022 and 2022/2023
Thematic Focus (horizontal? Vertical – specific sector?)	horizontal
Training Material (Topics)	Design and implementation requesting innovation (from creating an idea through an analysis market, creating a recipient profile, financing sources and contact with the investor).
In-person, Virtual or Hybrid	Hybrid
Impact of the activities (numerical if known)	Pre-incubations: 3 Incubations: 2
Does the organization run the programme internally or in collaboration with externals (organizations, individuals etc)?	in collaboration with externals companies and experts
Any success case of programme's alumni?	Not known
Link or potential fit to digital entrepreneurship?	Great potential
<b>C: Info</b>	
Source of reference	<a href="https://iuw.edu.pl/media/filer_public/52/e6/52e667f7-da21-4e46-a113-e9bf9e3b23be/juststart_report.pdf">https://iuw.edu.pl/media/filer_public/52/e6/52e667f7-da21-4e46-a113-e9bf9e3b23be/juststart_report.pdf</a> Just Start Report
Contact details	<a href="mailto:ctw@swps.edu.pl">ctw@swps.edu.pl</a> ul. Chodakowska 19/31 03-815 Warszawa

Warsaw University of Technology	
A: Organization	
Year of establishment	1915





Size (no. of employees)	Appr. 5005
Type of organisation	public
Sectorial focus (if any)	Education
Country	Poland
Region	Masovia
B: Acceleration/Incubation Programme Description	
Title	Innovation Incubator
Short Description	The Innovation Incubator is a project implemented by the Innovation Management Center and Technology Transfer. It offers several development paths through pre-incubation and incubation programs.
Key objectives of the programme	Supporting students and young scientists in the development of business ideas as part of pre-incubation and incubation.
Type of Beneficiaries (students? Alumni? Open? Other...)	Students, Employees
Structure of the incubation programme (duration, cycles, services provided, no of trainees)	<p>Pre-incubation stage within which they operate three types of programs supporting entrepreneurship of students and young scientists:</p> <p>1 First Step Academy: a program aimed at students interested in the subject of creating innovation and starting and running their own business. During the workshops, participants learn how to present their ideas, gain basic knowledge about building business models and formal issues related to setting up a company. Duration program: 4 lecture meetings + 4 workshops</p> <p>2 Readiness program: students, young scientists as part of the program they develop business ideas from idea for a "business project", program length - 6-8 weeks</p> <p>3 Start-up Manager Academy: the goal of the program is to increase the competences of students of the University of Technology Warszawska in the management of high-risk business projects. Practical workshops and online training courses will make the transition easier for students from the academic world to the corporate world and startup. Duration of the program: 5 thematic modules - 138 hours In addition, graduates of the programs for the next two years can benefit from:</p> <ul style="list-style-type: none"> <li>• consulting mentors and experts;</li> <li>• space to develop projects</li> </ul> <p>- "project room"</p>
No of cycles already implemented/delivered	3
Thematic Focus (horizontal? Vertical – specific sector?)	horizontal
Training Material (Topics)	business models, business presentations
In-person, Virtual or Hybrid	hybrid
Impact of the activities (numerical if known)	Pre-incubation: 206 Incubations: 34



Does the organization run the programme internally or in collaboration with externals (organizations, individuals etc)?	Not known
Any success case of programme's alumni?	Not known
Link or potential fit to digital entrepreneurship?	Great potential
C: Info	
Source of reference	<a href="https://www.cziitt.pw.edu.pl/inkubator">https://www.cziitt.pw.edu.pl/inkubator</a> <a href="https://iuw.edu.pl/media/filer_public/52/e6/52e667f7-da21-4e46-a113-e9bf9e3b23be/juststart_raport.pdf">https://iuw.edu.pl/media/filer_public/52/e6/52e667f7-da21-4e46-a113-e9bf9e3b23be/juststart_raport.pdf</a>
Contact details	<a href="mailto:cziitt@pw.edu.pl">cziitt@pw.edu.pl</a> ul. Rektorska 4, 00-614 Warszawa

AGH University of Technology and Science – Inno AGH -	
<b>A: Organization</b>	
Year of establishment	1913
Size (no. of employees)	2184
Type of organisation	public
Sectorial focus (if any)	Education
Country	Poland
Region	Malopolska
<b>B: Acceleration/Incubation Programme Description</b>	
Title	basics of business development, business models, technological and business challenges
Short Description	The Innovation Incubator is a project implemented by the Innovation Management Center and Technology Transfer. It offers several development paths through pre-incubation and incubation programs.
Key objectives of the programme	Supporting students and young scientists in the development of business ideas as part of pre-incubation and incubation.
Type of Beneficiaries (students? Alumni? Open? Other...)	Students, Employees, Alumni
Structure of the incubation programme (duration, cycles, services provided, no of trainees)	The acceleration program lasts six to eight weeks, includes workshops, lectures, consultations. Spin-off
No of cycles already implemented/delivered	Not known
Thematic Focus (horizontal? Vertical – specific sector?)	horizontal
Training Material (Topics)	business models, business presentations
In-person, Virtual or Hybrid	hybrid
Impact of the activities (numerical if known)	Not known
Does the organization run the programme internally or in collaboration with externals (organizations, individuals etc)?	Not known
Any success case of programme's alumni?	Not known



Link or potential fit to digital entrepreneurship?	Great potential
<b>C: Info</b>	
Source of reference	<a href="#">CTT / Centrum Transferu Technologii AGH</a>
Contact details	al. Mickiewicza 30, 30-059 Kraków Tel. +48 12 617 32 85 e-mail: <a href="mailto:ctt@agh.edu.pl">ctt@agh.edu.pl</a>

Idea4Azoty	
<b>A: Organization</b>	
Year of establishment	1927
Size (no. of employees)	14000
Type of organisation	manufacturing
Sectorial focus (if any)	
Country	Poland
Region	malopolska
<b>B: Acceleration/Incubation Programme Description</b>	
Title	
Short Description	The Idea4Azoty 2030 is Grupa Azoty's acceleration programme addressed to academic, research and innovation circles, operating independently or in a consortium whose main objective is to enable these entities to present, prepare and carry out the implementation of a business solution which meets the needs of Grupa Azoty.
Key objectives of the programme	
Type of Beneficiaries (students? Alumni? Open? Other...)	Students, researchers, open
Structure of the incubation programme (duration, cycles, services provided, no of trainees)	The aim of the Programme is to create favourable conditions for initiating cooperation between Grupa Azoty and entities offering innovative solutions to meet the challenges facing the fertilisers and chemicals industry as defined in the <a href="#">Strategy of Grupa Azoty for 2021-2030</a> .
No of cycles already implemented/delivered	Not known
Thematic Focus (horizontal? Vertical – specific sector?)	synthetic fertilisers chemical fertilizer
Training Material (Topics)	business models, business presentations
In-person, Virtual or Hybrid	hybrid
Impact of the activities (numerical if known)	Not known
Does the organization run the programme internally or in collaboration with externals (organizations, individuals etc)?	Not known
Any success case of programme's alumni?	Not known
Link or potential fit to digital entrepreneurship?	Great potential
<b>C: Info</b>	
Source of reference	<a href="#">Idea4Azoty (grupaaazoty.com)</a>



Contact details	<b>Grupa Azoty</b> ul. Kwiatkowskiego 8 33-101 Tarnów Poland tel.: +48 14 637 37 37 fax: +48 14 633 07 18 <a href="mailto:kontakt@grupaaazoty.com">kontakt@grupaaazoty.com</a>
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The Centre of Technology and Knowledge Transfer at The Karkonosze University of Applied Sciences	
A: Organization	
Year of establishment	2022
Size (no. of employees)	320
Type of organisation	public
Sectorial focus (if any)	Education
Country	Poland
Region	Silesia
B: Acceleration/Incubation Programme Description	
Title	Innovation Incubator
Short Description	The Innovation Incubator is a project implemented by the Innovation Management Center and Technology Transfer. It offers several development paths through pre-incubation and incubation programs.
Key objectives of the programme	Supporting students and young scientists in the development of business ideas as part of pre-incubation and incubation.
Type of Beneficiaries (students? Alumni? Open? Other...)	Students, Employees
Structure of the incubation programme (duration, cycles, services provided, no of trainees)	<p>Pre-incubation stage within which they operate three types of programs supporting entrepreneurship of students and young scientists:</p> <p>1 First Step Academy: a program aimed at students interested in the subject of creating innovation and starting and running their own business. During the workshops, participants learn how to present their ideas, gain basic knowledge about building business models and formal issues related to setting up a company. Duration program: 4 lecture meetings + 4 workshops</p> <p>2 Readiness program: students, young scientists as part of the program they develop business cooperate with enterprises from this region.</p>
No of cycles already implemented/delivered	
Thematic Focus (horizontal? Vertical – specific sector?)	horizontal
Training Material (Topics)	business models, business presentations
In-person, Virtual or Hybrid	hybrid
Impact of the activities (numerical if known)	Not known
Does the organization run the programme internally or in collaboration with externals (organizations, individuals etc)?	Not known
Any success case of programme's alumni?	Not known



Link or potential fit to digital entrepreneurship?	Great potential
C: Info	
Source of reference	<a href="#">ABOUT KANS - KANS</a>
Contact details	THE KARKONOSZE UNIVERSITY OF APPLIED SCIENCES (KANS) Lwówecka Street 18, 58-506 Jelenia Góra Poland

KGHM S.A. – Centrum Analityki	
A: Organization	
Year of establishment	1961
Size (no. of employees)	18.000
Type of organisation	public
Sectorial focus (if any)	Industry
Country	Poland
Region	Lublin
B: Acceleration/Incubation Programme Description	
Title	Innovation Centre
Short Description	We carry out works in the field of advanced data analysis, including building a central Big Data environment for KGHM, model production and implementation of new technologies. Our key products and services are solutions based on Machine Learning, AI, Predictive Maintenance and Digital Twins.
Key objectives of the programme	Supporting students and workers in the development of new ideas.
Type of Beneficiaries (students? Alumni? Open? Other...)	Students, Employees
Structure of the incubation programme (duration, cycles, services provided, no of trainees)	<p>KGHM has been actively involving its employees in the process of positive changes in the company for many years. It organizes actions that give them the chance to build new organizational models and introduce technological innovations, e.g.</p> <p>"Lean Mining" - an action consisting in creating groups of employees working together to improve the production process in mines.</p> <p>"Efficiency program" - a project which, thanks to the involvement of employees, allowed to reduce the costs of copper production.</p>
No of cycles already implemented/delivered	The signed agreement aims at commercializing jointly developed technological solutions, including those based on the use of renewable energy sources, developing and disseminating know-how in the field of material engineering, as well as undertaking mutual work and analyses related to innovation. The decision of KGHM Polska Miedź S.A. and ARP to cooperate in this respect is in line with the strategic goals of both companies. In addition, implementation of the solutions developed in an industrial environment will be co-financed. The partners have declared their intention to jointly seek financing, including European funds, intended for the implementation of significant aspects of the signed agreement.
Thematic Focus (horizontal? Vertical – specific sector?)	horizontal



Training Material (Topics)	business models, business presentations
In-person, Virtual or Hybrid	hybrid
Impact of the activities (numerical if known)	Not known
Does the organization run the programme internally or in collaboration with externals (organizations, individuals etc)?	<p>KGHM is successively multiplying the knowledge accumulated over more than half a century of operations. Its success is based both on rich tradition and on innovation.</p> <p>The company is constantly looking for technologies that will help reduce production costs on the one hand, and allow for greater recovery of copper and accompanying metals on the other. The company also cares about ensuring the safety of its employees and protecting the natural environment. Thanks to these efforts, KGHM is not only a domestic but also a world leader in innovation. KGHM's research and development activities are aimed at: developing new innovative solutions and technologies to improve the effectiveness of the KGHM Group, improving the safety of employees, increasing productivity at individual stages of the technological line, cost optimization, improving environmental protection, implementing solutions conducive to sustainable development.</p>
Any success case of programme's alumni?	Not known
Link or potential fit to digital entrepreneurship?	Great potential
C: Info	
Source of reference	<a href="#">Research and Development   KGHM Corporate Website</a>
Contact details	ul. Marii Skłodowskiej-Curie 48, 59-300 Lubin

Cracow University of Technology	
A: Organization	
Year of establishment	1945
Size (no. of employees)	1963
Type of organisation	public
Sectorial focus (if any)	Education
Country	Poland
Region	Malopolska
B: Acceleration/Incubation Programme Description	
Title	Innovation Incubator
Short Description	The Innovation Incubator is a project implemented by the Innovation Management Center and Technology Transfer. It offers several development paths through pre-incubation and incubation programs.
Key objectives of the programme	Supporting students and young scientists in the development of business ideas as part of pre-incubation and incubation.
Type of Beneficiaries (students? Alumni? Open? Other...)	Students, Employees
Structure of the incubation programme (duration, cycles, services provided, no of trainees)	Pre-incubation stage within which they operate three types of programs supporting entrepreneurship of students and young scientists.



	In addition, graduates of the programs for the next two years can benefit from: <ul style="list-style-type: none"> <li>• consulting mentors and experts;</li> <li>• space to develop projects</li> </ul> - "project room"
No of cycles already implemented/delivered	
Thematic Focus (horizontal? Vertical – specific sector?)	horizontal
Training Material (Topics)	business models, business presentations
In-person, Virtual or Hybrid	hybrid
Impact of the activities (numerical if known)	Pre-incubation: 206 Incubations: 34
Does the organization run the programme internally or in collaboration with externals (organizations, individuals etc)?	Not known
Any success case of programme's alumni?	Not known
Link or potential fit to digital entrepreneurship?	Great potential
C: Info	
Source of reference	<a href="http://pk.edu.pl">Politechnika Krakowska im. Tadeusza Kościuszki (pk.edu.pl)</a>
Contact details	Warszawska Str. 24 31-155 Cracow





## Annex2 – Evaluation of 60 incubation/Acceleration Programmes

Overall Quality of the case	Quality of the case	Practices used in the case	Digital Education Fit	Learning Excellence	Relevant Digital entrepreneurship Practices	Impact of the case
C1	C2	C3	C4	C5	C6	C7

Incubation/Acceleration programme	Country	1st evaluation							Sum	2nd evaluation							Sum	Total Final Score
		C1	C2	C3	C4	C5	C6	C7		C1	C2	C3	C4	C5	C6	C7		
OK!Thess	GR	3	4	4	4	5	4	5	29	3	4	4	4	5	4	4	28	57
Technopolis Thessaloniki ICT Business Park	GR	2	3	3	3	3	3	2	19	2	3	2	4	3	4	3	21	40
VentureGarden	GR	2	3	3	4	5	5	2	24	3	4	4	3	4	3	4	25	49
EIT Jumpstarter	GR	2	3	4	3	3	3	3	21	2	3	4	2	3	3	3	20	41
Generation AG-"New Agriculture New Generation"	GR	3	4	4	4	4	4	3	26	3	4	4	2	4	2	4	23	49
Thermi Business Incubator	GR	2	2	1	2	2	2	3	14	2	2	1	2	2	2	2	13	27
Athens Centre for Entrepreneurship and Innovation (ACEin)	GR	2	3	3	3	4	3	4	22	3	4	4	4	5	4	4	28	50
FOUND.ATION	GR	3	4	4	4	3	3	3	24	3	5	4	4	5	4	5	30	54
CAPSULE T	GR	3	4	4	4	4	4	5	28	3	4	4	4	4	4	5	28	56
Mindspace University	GR	3	5	5	5	5	5	5	33	3	4	4	4	4	4	4	27	60
ALBA Hub for Entrepreneurship and Odyssey	GR	2	3	3	3	3	4	2	20	3	5	5	5	5	5	5	33	53
CISCO	GR	3	5	5	5	5	5	5	33	3	4	4	4	3	3	4	25	58
Invent ICT	GR	3	5	5	3	5	3	5	29	3	5	5	4	4	4	4	29	58
Archimedes	GR	2	3	4	2	4	4	3	22	3	4	4	4	3	5	4	27	49
egg	GR	3	5	5	4	5	4	5	31	3	5	5	4	4	3	5	29	60
National Bank of Greece	GR	3	5	5	4	5	4	4	30	3	4	4	4	5	5	4	29	59
i4G	GR	3	4	4	5	5	4	5	30	3	4	4	4	5	5	5	30	60
HIGGS	GR	2	3	4	3	3	3	4	22	3	4	4	4	4	5	5	29	51
Bizrupt	GR	2	3	3	3	4	3	4	22	3	4	4	4	4	3	4	26	48



Corallia & Prince's Trust International	GR	3	4	4	4	4	4	4	27	3	4	3	3	3	4	4	24	51
Innovation Labs	RO	2	3	4	4	3	2	2	20	3	4	4	4	4	4	3	26	46
Carbon Incubator	RO	2	3	2	2	3	2	3	17	3	5	4	4	3	5	5	29	46
StepFwd	RO	3	5	5	5	5	5	5	33	3	4	5	4	4	4	4	28	61
CATTIA	RO	2	3	3	2	2	2	2	16	3	5	4	5	4	4	4	29	45
Rubik Hub	RO	2	4	3	4	3	3	3	22	2	3	4	3	4	3	2	21	43
CLUJ IT	RO	3	5	4	5	5	5	5	32	2	3	3	3	2	2	2	17	49
Transilvania START UP	RO	2	3	3	3	3	3	5	22	2	3	3	2	2	2	2	16	38
Techventures SRL	RO	2	3	3	2	3	3	3	19	3	4	4	4	4	4	3	26	45
CLUJ STARTUPS	RO	2	3	3	3	3	2	2	18	2	3	4	3	4	3	3	22	40
COMMONS ACCEL	RO	2	3	4	3	3	3	3	21	2	3	3	3	3	3	4	21	42
Junior Business Academy	RO	3	4	3	4	3	3	4	24	3	4	4	4	3	4	4	26	50
Start-Up Centru	RO	2	3	2	1	2	2	1	13	2	3	2	1	2	2	2	14	27
Start-Up Urban	RO	2	3	3	4	3	3	4	22	2	2	3	3	2	2	3	17	39
CUPA	RO	2	4	4	4	3	4	5	26	3	3	4	5	3	5	4	27	53
Techcelerator	RO	3	4	4	3	4	5	5	28	3	5	5	4	4	5	4	30	58
The Spinoff	RO	2	4	3	4	3	5	2	23	1	2	2	3	1	2	1	12	35
Early Game	RO	1	2	3	3	2	4	4	19	2	3	4	3	3	4	3	22	41
Spherik Accelerator	RO	3	4	4	2	4	4	5	26	3	5	5	4	4	4	5	30	56
Risky Business	RO	2	3	3	1	4	2	0	15	3	4	4	4	4	5	4	28	43
Impact Hub	RO	2	2	3	2	2	2	5	18	2	3	3	2	3	2	3	18	36
Google Polska	PL	3	4	4	5	5	5	5	31	2	3	3	4	5	4	5	26	57
Cracow University of Economics	PL	3	4	4	3	5	3	4	26	3	4	4	4	5	4	0	24	50
Leon Kozminski Academy	PL	3	4	4	3	4	3	4	25	2	4	4	5	5	5	3	28	53
SWPS University	PL	3	4	4	5	4	4	3	27	3	4	5	5	4	5	2	28	55
Warsaw University of Technology	PL	3	4	5	4	5	4	4	29	3	4	5	5	5	5	5	32	61
AGH University of Technology and Science – Inno AGH	PL	2	3	3	3	4	3	3	21	1	1	2	1	1	1	0	7	28
Idea4Azoty	PL	2	4	4	2	4	2	3	21	1	2	1	3	1	2	0	10	31
Centre of Technology & Knowledge Transfer (Kans))	PL	2	3	3	3	4	3	3	21	1	2	2	2	3	2	0	12	33
KGHM S.A. – Centrum Analityki	PL	3	3	4	3	4	4	4	25	2	2	1	1	1	2	3	12	37
Cracow University of Technology	PL	2	3	3	3	3	3	5	22	2	2	2	2	2	3	4	17	39
Start-up Academy	PL	2	4	3	3	3	3	4	22	2	4	3	3	3	3	4	22	44
Start-up Spark (by Łódź Economic Zone)	PL	3	5	4	4	5	5	4	30	3	5	4	4	5	5	5	31	61
Space3ac	PL	3	4	4	4	5	5	4	29	3	5	5	5	4	4	5	31	60
Impact Poland (by FundingBox)	PL	2	3	4	3	4	3	3	22	2	3	4	3	4	3	3	22	44



AccelUp	PL	2	3	4	4	3	3	3	22	3	4	4	4	3	3	4	25	47
HugeTech	PL	2	2	1	2	1	2	1	11	2	2	1	2	1	2	2	12	23
DGA S.A.	PL	1	1	1	2	1	2	1	9	2	2	1	2	1	2	2	12	21
MIT Enterprise Forum	PL	3	4	4	4	3	3	3	24	2	3	3	4	3	3	4	22	46
Alior Bank	PL	2	2	3	2	2	1	1	13	2	3	3	2	2	2	3	17	30
Concordia Design	PL	2	3	3	2	3	3	1	17	2	3	3	3	3	3	3	20	37

## Annex3 - Methodology & Templates

The present section comprises of the methodology for the implementation of the PR1 activities. PR1 initialize INFUSSE project which aims at bringing together HEIs and innovation support organizations to develop a common educational mission to **learn from each other** in real time as they coordinate initiatives to support:

- educators with technical and educational competencies to deliver high quality **virtual training programmes on digital entrepreneurial education** and
- learners find their pathway by **developing new ideas, co-create, innovate openly**, starting their own ventures supported by **digital entrepreneurial competences** and implementing **digital aspects of entrepreneurship** in sectors that have been hit by the Covid-19 crisis.

Project Result 1 is the first activity initializing the implementation of INFUSSE, aiming at preparing the ground for the elaboration of rest project activities, acting as the studying phase of the project. PR1 comprises of 4 activities as presented and defined below:

### PR1/A1: Identification & Collection of initiatives and Real Life Case Studies

- Mapping of the existing range of services, initiatives and programmes to train students and graduates and upgrade their skills towards digital entrepreneurship. (Target: more than 60 cases with various characteristics)

### PR1/A2: Qualitative analysis of Case Studies resulting in Best Practices, Key processes & KPIs extraction

- Selection and analysis of cases that can act as good practices in order to assess their impact, the existing practices, the critical processes and the key success factors of setting up, managing and implementing successful programmes, aiming to define a subset of 20 good practices that offer insights that could be replicated in a fully virtual setting.

### PR1/A3: Mapping and development of a database of key stakeholders of interest;



- The information identified and collected through PR1/A1 and PR1/A2 will support the development of a map of the existing actors and enable the start of interaction with potentially high added-value to the project including HEI incubators, business incubators, accelerators, networks of business angels, EIT, digital innovation hubs and other support structures at local, national, European and international scale with a particular attention to networks and stakeholders supporting new business creation, transnational cooperation and digital innovation.

#### **PR1/A4: "Digital Entrepreneurial Education" stakeholders needs analysis**

- INFUSSE partners will circulate statement-based questionnaires or implement semi-structured interviews with a key stakeholders (O1/A3) & associate partners in order to validate the analysis' results on barriers and obstacles to digital entrepreneurial education, as well as the challenges to share with students and graduates the innovative and entrepreneurial culture, encouraging them to find their pathway by developing new ideas and starting their own ventures supported by digital entrepreneurial skills and implementing digital aspects of entrepreneurship in sectors that have been hit by the Covid-19 crisis

The table presents the activities, contributing partners and the implementation timeplan.

No	Title	Activity	Partners	Timeplan
PR1	"Digital Entrepreneurial Education" pedagogical scenarios extraction including specifications for training, methodology and learning tools	PR1/A1: Identification & Collection of initiatives and Real Life Case Studies	KiNNO, All PPs	May 22 – Jun 22
		PR1/A2: Qualitative analysis of Case Studies resulting in Best Practices, Key processes & KPIs extraction	KiNNO, All PPs	Jun 22 – Jul 22
		PR1/A3: Mapping and development of a database of key stakeholders of interest;	KiNNO, All PPs	May 22 – Jun 22
		PR1/A4: "Digital Entrepreneurial Education" stakeholders needs analysis	KiNNO, All PPs	Aug 22 – Oct 22

The goal of PR1 is to set the scene for the implementation of INFUSSE Virtual Incubation Programmes, define the pedagogical scenarios, including the structure of the OER and digital tools, and specify the needs of all stakeholders: trainers, trainees, coaches and mentors. In particular, PR1 will provide valuable input to the following Project Results:

- PR2. INFUSSE Educators' Training Path (digital skills, tools and guidelines to "train-the-trainers") → PR.6 Pilot test of the INFUSSE Educators' Training Path enhancing the digital pedagogical competences of educators



- PR3. INFUSSE Virtual Incubation Programme : “Run a Digital Entrepreneurship Solution against CoVid-19” challenge □ PR7. Pilot test of the INFUSSE Virtual Incubation Programme for Digital Entrepreneurship in national level
- PR.4 INFUSSE Open Educational Resources HUB

The methodology is comprised of 4 sub sections, one for each PR1 activity:

- ❖ PR1/A1: Identification & Collection of initiatives and Real Life Case Studies
- ❖ PR1/A2: Qualitative analysis of Case Studies resulting in Best Practices, Key processes & KPIs extraction
- ❖ PR1/A3: Mapping and development of a database of key stakeholders of interest
- ❖ PR1/A4: "Digital Entrepreneurial Education" stakeholders needs analysis

#### PR1/A1: Identification & Collection of initiatives and Real Life Case Studies

Under Activity PR1/A1, each project partner shall implement the following activities:

1. Prepare a short profile of the country, including information about Digital Entrepreneurship landscape and acceleration/incubation organisations.
2. Conduct desktop research in order to identify the existing range of services, initiatives and programmes to train students and graduates and upgrade their skills towards digital entrepreneurship. The aim of the activity is all the partners to acquire a clear & common understanding of the existing programmes and initiatives.

The main sources for the identification of such programmes are the following:

- Digital Economy and Society Index, Index of Readiness for Digital Lifelong Learning (IRDLL),
- HEIs, VETs, public and private incubators, networks etc), accelerators,
- partners’ networks and associated partners,
- EC Funded initiatives

Each Project Partner has to identify 10 cases, characterized by various digital readiness levels and variety of learning environments, identifying the following details for each case.

- Year of establishment
- Size (no. of employees)
- Type of organisation
- Sectorial focus (if any)
- Country



- Region
- Title of the acceleration/incubation programme
- Short Description of the acceleration/incubation programme
- Key objectives of the acceleration/incubation programme
- Type of Beneficiaries (students? Alumni? Open? Other...)
- Structure of the incubation programme (duration, cycles, services provided, no of trainees)
- No of cycles already implemented/delivered
- Thematic Focus (horizontal? Vertical – specific sector?)
- Training Material (Topics)
- In-person, Virtual or Hybrid
- Impact of the activities (numerical if known)
- Does the organization run the programme internally or in collaboration with externals (organizations, individuals etc)?
- Any success case of programme's alumni?
- Link or potential fit to digital entrepreneurship?

**Delivery:**

[D. Activity Report: Country's profile](#)

**Template:** [Annex1 - Identification of Real Cases](#)

[Form](#)

**Deadline for input by PPs:** By 30/6

**Indicator:** 10 filled forms per partner

**Responsible Partner:** All

**!** *The identification of **digital** acceleration/incubation programmes should be **on top priority**.*

PR1/A2: Qualitative analysis of Case Studies resulting in Best Practices, Key processes & KPIs extraction

This section includes the methodology for the evaluation of the 60 cases identified during PR1/A1. A subset of 20 good practices that will offer valuable contribution to the development of INFUSSE incubation programmes, trainings and OER Hub.

**Reviewers:**

Each Partner organisation will evaluate 20 cases. The analysis will be cross-border and each case will be analyzed by two raters, senior academics within the partner Universities and managers of the innovation support partners. The Partners will analyze the cases according to the table below:

	UoM	KiNNO	UFMST	ICEBERG	CUE	CreateHub
<b><u>Identified:</u></b>	10 cases	10 cases	10 cases	10 cases	10 cases	10 cases



<u>Will Evaluate:</u>	10 UMFST cases & 10 CreateHub cases	10 CUE cases & 10 ICEBERG cases	10 UoM cases & 10 CreateHub cases	10 CUE cases & 10 KiNNO cases	10 UMFST cases & 10 & KiNNO cases	10 UoM cases & 10 ICEBERG cases
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### **Evaluation Criteria:**

A set of criteria is developed for the evaluation of the 60 previous identified cases, aiming at conclude to 20 good practices for the INFUSSE approach. The evaluation process will be supported by the following criteria:

- Overall Quality of the case - *(Choose 1-insufficient quality, 2-sufficient but room for improvement, 3- outstanding)*
- Quality of the case – *(Choose between 0-Zero, 1-Poor, 2-Fair, 3-Good, 4-Very Good, 5-Excellent)*
- Practices used in the case – *(Choose between 0-Zero, 1-Poor, 2-Fair, 3-Good, 4-Very Good, 5-Excellent)*
- Digital Education Fit – *(Choose between 0-Zero, 1-Poor, 2-Fair, 3-Good, 4-Very Good, 5-Excellent)*
- Learning Excellence – *(Choose between 0-Zero, 1-Poor, 2-Fair, 3-Good, 4-Very Good, 5-Excellent)*
- Relevant Digital entrepreneurship Practices – *(Choose between 0-Zero, 1-Poor, 2-Fair, 3-Good, 4-Very Good, 5-Excellent)*
- Impact of the case *(Choose between 0-Zero, 1-Poor, 2-Fair, 3-Good, 4-Very Good, 5-Excellent)*

The Matching between the criteria and the identification form of activity PR1/A1 is presented in the table:

Criterion	Identification of Real Cases Form (Annex 1)
Overall Quality of the case	<ul style="list-style-type: none"> <li>● General Evaluation of the organisation, the programme, the known details, etc.</li> <li>● All fields of the form</li> </ul>
Quality of the case	<ul style="list-style-type: none"> <li>● Short description of the acceleration/incubation programme</li> <li>● Key objectives of the acceleration/incubation programme</li> <li>● Structure of the incubation programme (duration, cycles, services provided, no of trainees)</li> <li>● Training Material (Topics)</li> </ul>
Practices used in the case	<ul style="list-style-type: none"> <li>● Structure of the incubation programme (duration, cycles, services provided, no of trainees)</li> <li>● Thematic Focus (horizontal? Vertical – specific sector?)</li> <li>● Training Material (Topics)</li> <li>● In-person, Virtual or Hybrid</li> </ul>
Digital Education Fit	<ul style="list-style-type: none"> <li>● Short Description acceleration/incubation programme</li> <li>● Type of Beneficiaries (students? Alumni? Open? Other...)</li> </ul>





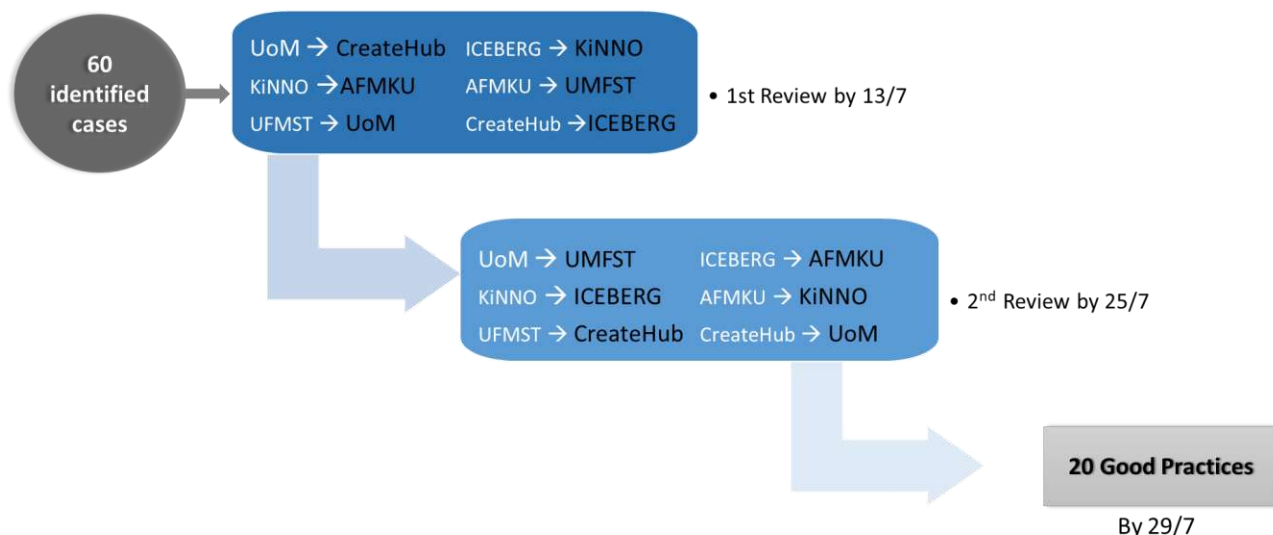
	<ul style="list-style-type: none"> <li>• Thematic Focus (horizontal? Vertical – specific sector?)</li> <li>• Training Material (Topics)</li> <li>• In-person, Virtual or Hybrid</li> </ul>
Learning Excellence	<ul style="list-style-type: none"> <li>• Short Description acceleration/incubation programme</li> <li>• Key objectives of the acceleration/incubation programme</li> <li>• Structure of the incubation programme (duration, cycles, services provided, no of trainees)</li> <li>• Training Material (Topics)</li> <li>• Impact of the activities (numerical if known)</li> <li>• Any success case of programme's alumni?</li> </ul>
Relevant Digital entrepreneurship Practices	<ul style="list-style-type: none"> <li>• Short Description acceleration/incubation programme</li> <li>• Structure of the incubation programme (duration, cycles, services provided, no of trainees)</li> <li>• Thematic Focus (horizontal? Vertical – specific sector?)</li> <li>• Training Material (Topics)</li> <li>• Link or potential fit to digital entrepreneurship?</li> </ul>
Impact of the case	<ul style="list-style-type: none"> <li>• Key objectives of the acceleration/incubation programme</li> <li>• Impact of the activities (numerical if known)</li> <li>• Any success case of programme's alumni?</li> </ul>

### **Score:**

The maximum score of each case can be up to 66 points. Each reviewer can grade with maximum 35 points each case.

### **Evaluation action plan:**

The evaluation of the cases will be conducted during July 2022 and will be separated in two timeframes. A first review of the 60 cases will be done by the reviewers and a second evaluation will be followed. The timeplan, goals and evaluation process is depicted in the graph below.





### **Selection Process and results:**

When all the cases are assessed KiNNO is responsible to gather all results and sort the cases from highest to lowest score. Based on the results of the ranking, the to 20 best practices will be selected.

In case of equal score between the 20<sup>th</sup> and 21<sup>st</sup> case during the ranking, KiNNO should share the two cases with the Lead Partner, UoM in order to check the 2 evaluations and make the final decisions.

After the selection of the applications, a virtual meeting with the participation of project partners will be organized for sharing the results.

**Delivery:**

**Template:** [Annex 2 - Good Practices Evaluation Form](#)

**Deadline for input by PPs:** By 25/7

**Indicator:** 20 filled evaluation forms per partner

**Responsible Partner:** All

### PR1/A3: Mapping and development of a database of key stakeholders of interest

This activity aims at the identification of the existing actors and enable the start of interaction with potentially high added-value to the project including HEI incubators, business incubators, accelerators, networks of business angels, EIT, digital innovation hubs and other support structures at local, national, European and international scale with a with particular attention to networks and stakeholders supporting new business creation, transnational cooperation and digital innovation.

The Project Partners should identify through **desktop research** and the analysis of previous results the following key categories of stakeholders:

- HEIs
- HEI incubators, business incubators, Accelerators
- Networks of business angels,
- EIT hubs, digital innovation hubs
- Other support structures, networks etc.



The stakeholders should be focused on new business creation, transnational cooperation and digital innovation, and digital entrepreneurship.

Indicative sources of INFUSSE stakeholders are the following:

- ✓ Previous Digital Entrepreneurship and HEI related projects. Some indicative sources of information for these projects include:
  - CORDIS, primary portal for results of EU-funded research projects [www.cordis.europa.eu](http://www.cordis.europa.eu)
  - KEEP, Data base of Interregional cooperation funded projects [www.keep.eu](http://www.keep.eu)
  - [EIT](#) Funded Projects
  - List of Regional Funded DE related projects
- ✓ List of EIT Hubs <https://eit.europa.eu/our-communities/eit-innovation-communities/innovation-hubs>
- ✓ List of participants of DE and HEI related events (conferences, B2B meetings)
- ✓ Business Angels Networks (i.e. <https://www.businessangelseurope.com/members>)
- ✓ List of Incubators, Accelerators (i.e. <https://incubatorlist.com/top-startup-accelerators-incubators-and-vcs-in-europe/>)
- ✓ Previous successful collaboration with the project partners in DE and HEI related projects.
- ✓ Other National Sources

Each pair of Partners (UoM – KiNNO, ICEBERG – UMFST, CreateHub – CUE) should collaborate and identify **at least 30 stakeholders at national level**, using Annex 3 of the present document. The timeframe for the implementation of this activity is provided in the section: “Implementation Action Plan”

**Delivery:**

**Template:** [Annex 3 - Stakeholders Identification Form](#)

**Deadline for input by PPs:** By 30/6

**Indicator:** 30 stakeholders per Country

**Responsible Partner:** All

#### PR1/A4: "Digital Entrepreneurial Education" stakeholders needs analysis

This methodological step aims at identifying the needs of INFUSSE stakeholders and INFUSSE associated partners through **statement-based questionnaires and/or implement semi-structured interviews with a key stakeholders and desktop research.**



This activity will also offer INFUSSE partners the opportunity to validate the analysis' results on barriers and obstacles to digital entrepreneurial education, as well as the challenges to share with students and graduates the innovative and entrepreneurial culture, encouraging them to find their pathway by developing new ideas and starting their own ventures supported by digital entrepreneurial skills and implementing digital aspects of entrepreneurship in sectors that have been hit by the Covid-19 crisis

For this task, Project Partners will conduct surveys and/or interviews with the stakeholders identified under PR1/A3 or with stakeholders identified through additional desktop research. Additional desktop research will be conducted if needed. Each Project Partners should conduct 3 interviews or gather 3 filled questionnaires from each category of stakeholder as presented in the table below:

No of questionnaires and/or interviews per PP	Typology of stakeholder
3	HEI incubators, business incubators, accelerators, networks of business angels, EIT, digital innovation hubs and other support structures, networks etc.
3	Educators working in those organisations and offering services
3	Alumni / Student/ graduates who have participated in incubation/acceleration programmes.

The analysis of results of questionnaires will be filled in section: [Stakeholders Needs Analysis](#) of the D. Activity Report.

**Delivery:**

HEI incubators, business incubators, accelerators, networks of business angels, EIT, digital innovation hubs and other support structures, networks etc.: [Annex 4.1 – Organisations Questionnaire](#)

Educators working in those structures and offering services: [Annex 4.2 - Educators Questionnaire](#)

Alumni / Student/ graduates who have participated in those structures: [Annex 4.3 – Learners Questionnaire](#)

D. Activity Report: [Stakeholders Needs Analysis](#)

**Deadline for input by PPs:** By 10/10

**Indicator:** 9 questionnaires per Partners (3 of each category of stakeholders)

**Responsible Partner:** All

! *The Questionnaires could also be shared with stakeholders in digital format via Google Forms or Jotforms*



! The interviews can be conducted online via Zoom, Teams, Google Meet, Webex or similar platforms or phone call.

### Indicators to be reached

The main goal of PR1 is to offer input in the design of OER, Educator's Training Path and Learners Virtual Incubation Programmes. To achieve that the following indicators should be reached by the partnership during the implementation of the activities:

Activity	Indicator
PR1/A1: Identification & Collection of initiatives and Real Life Case Studies	- 60 identified and analyzed real-life cases in DE (10 per partner)
PR1/A2: Qualitative analysis of Case Studies resulting in Best Practices, Key processes & KPIs extraction	- 20 selected good practices in DE
PR1/A3: Mapping and development of a database of key stakeholders of interest;	- 90 identified stakeholders (30 per country)
PR1/A4: "Digital Entrepreneurial Education" stakeholders needs analysis	- 54 questionnaires and/or interviews to extract barriers, challenges and needs of stakeholders (9 per partner)
<b>PR1/A1: Identification &amp; Collection of initiatives and Real Life Case Studies</b>	<b>1 Report on INFUSSE pedagogical scenarios extraction, focusing on Digital Entrepreneurial Education</b>

### Implementation Action Plan

A proposed implementation time plan for the activities under the PR1 is presented below.

Activity	Time Plan	Responsible Partner – Action - Deadline
PR1/A1: Identification & Collection of initiatives and Real- Life Case Studies	May 22 – Jun 22	<ul style="list-style-type: none"> <li>KiNNO – Methodology and Template – by 20/5</li> <li>All Partners - Identification of Real-Case Studies – By 25/6</li> <li>KiNNO – Finalization of Reports – By 30/6</li> </ul>
PR1/A2: Qualitative analysis of Case Studies resulting in Best Practices, Key processes & KPIs extraction	Jun 22 – Jul 22	<ul style="list-style-type: none"> <li>KiNNO – Methodology and Templates – By 10/6</li> <li>All Partners – Assess and Selection of 20 best Practices by 25/7</li> <li>KiNNO – Finalization of Deliverable – by 29/7</li> </ul>
PR1/A3: Mapping and development of a database of key stakeholders of interest;	May 22 – Jun 22	<ul style="list-style-type: none"> <li>KiNNO – Methodology and Template – by 20/5</li> <li>All Partners - Identification of Stakeholders– By 25/6</li> <li>KiNNO – Finalization of Reports – By 30/6</li> </ul>



Activity	Time Plan	Responsible Partner – Action - Deadline
PR1/A4: "Digital Entrepreneurial Education" stakeholders needs analysis	Aug 22 – Oct 22	<ul style="list-style-type: none"> <li>KiNNO – Methodology and Templates – by 20/5</li> <li>All Partners – Stakeholders Need Analysis – by 10/10</li> <li>KiNNO – Finalization of Reports – By 20/10</li> </ul>
PR1/A1: Identification & Collection of initiatives and Real Life Case Studies	Feb 22 – Oct 22	<ul style="list-style-type: none"> <li>KiNNO - 1 Report on INFUSSE pedagogical scenarios extraction, focusing on Digital Entrepreneurial Education - By 30/10</li> </ul>

### Identification of Real Cases Form

Name of the organisation	
<b>A: Organization</b>	
Year of establishment	
Size (no. of employees)	
Type of organisation	
Sectorial focus (if any)	
Country	
Region	
<b>B: Acceleration/Incubation Programme Description</b>	
Title	
Short Description	
Key objectives of the programme	
Type of Beneficiaries (students? Alumni? Open? Other...)	
Structure of the incubation programme (duration, cycles, services provided, no of trainees)	
No of cycles already implemented/delivered	
Thematic Focus (horizontal? Vertical – specific sector?)	
Training Material (Topics)	
In-person, Virtual or Hybrid	
Impact of the activities (numerical if known)	
Does the organization run the programme internally or in collaboration with externals (organizations, individuals etc)?	



Any success case of programme's alumni?	
Link or potential fit to digital entrepreneurship?	
<b>C: Info</b>	
Source of reference	
Contact details	

## Good Practices Evaluation Form

<i>Name of the case</i>	
<b>First Reviewer</b>	
<i>Reviewer</i>	
<i>Partner Organisation</i>	
<i>Review Date</i>	
<i>Version of the document</i>	
<b>Second Reviewer</b>	
<i>Reviewer</i>	
<i>Partner Organisation</i>	
<i>Review Date</i>	
<i>Version of the document</i>	

Evaluation of the Case:

Criteria	Evaluation					
<i>Overall Quality of the case</i>	<input type="checkbox"/> 0-Zero	<input type="checkbox"/> 1-Poor	<input type="checkbox"/> 2-Fair	<input type="checkbox"/> 3-Good	<input type="checkbox"/> 4-Very Good	<input type="checkbox"/> 5-Excellent
<i>Quality of the case</i>	<input type="checkbox"/> 0-Zero	<input type="checkbox"/> 1-Poor	<input type="checkbox"/> 2-Fair	<input type="checkbox"/> 3-Good	<input type="checkbox"/> 4-Very Good	<input type="checkbox"/> 5-Excellent
<i>Practices used in the case</i>	<input type="checkbox"/> 0-Zero	<input type="checkbox"/> 1-Poor	<input type="checkbox"/> 2-Fair	<input type="checkbox"/> 3-Good	<input type="checkbox"/> 4-Very Good	<input type="checkbox"/> 5-Excellent
<i>Digital Education Fit</i>	<input type="checkbox"/> 0-Zero	<input type="checkbox"/> 1-Poor	<input type="checkbox"/> 2-Fair	<input type="checkbox"/> 3-Good	<input type="checkbox"/> 4-Very Good	<input type="checkbox"/> 5-Excellent
<i>Learning Excellence</i>	<input type="checkbox"/> 0-Zero	<input type="checkbox"/> 1-Poor	<input type="checkbox"/> 2-Fair	<input type="checkbox"/> 3-Good	<input type="checkbox"/> 4-Very Good	<input type="checkbox"/> 5-Excellent
<i>Relevant Digital entrepreneurship Practices</i>	<input type="checkbox"/> 0-Zero	<input type="checkbox"/> 1-Poor	<input type="checkbox"/> 2-Fair	<input type="checkbox"/> 3-Good	<input type="checkbox"/> 4-Very Good	<input type="checkbox"/> 5-Excellent
<i>Impact of the case</i>	<input type="checkbox"/> 0-Zero	<input type="checkbox"/> 1-Poor	<input type="checkbox"/> 2-Fair	<input type="checkbox"/> 3-Good	<input type="checkbox"/> 4-Very Good	<input type="checkbox"/> 5-Excellent

Criteria	Evaluation					
<i>Overall Quality of the case</i>	<input type="checkbox"/> 0-Zero	<input type="checkbox"/> 1-Poor	<input type="checkbox"/> 2-Fair	<input type="checkbox"/> 3-Good	<input type="checkbox"/> 4-Very Good	<input type="checkbox"/> 5-Excellent







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## Organisation Questionnaire

**3 Questionnaires: HEI incubators, business incubators, accelerators, networks of business angels, EIT, digital innovation hubs and other support structures, networks etc.**

### PART A - Background

Name of the organisation		Contact Person	
Type of the organisation			
City		Position	
Country		Contact Person Email	
Street		Telephone	
Postal Code		Fax	
URL		General Email	
Year established			
Sectorial focus (if any)			

- Please briefly describe the aim of the organisation.

### PART B – Offered programmes and processes

- What are the main programmes offered by the organisation and what is their aim?
- Please provide us with the basic information about the programmes:

Programme Structure	
Duration	
In person, Hybrid or Digital?	
Services to participants	
No of trainees	
Skills required by the trainees	
No of educators	
Background and skills required by educators	

- Are students or graduates participating in the programmes? How many? What is the average age?
- Are there digital entrepreneurship cases? In what percentage? Do they come from young people?
- Do you provide Digital Entrepreneurship training? Topics? If not, Why?
- What are the skills/capacities to be upgraded by the trainees to develop a digital entrepreneurial concept, according to your opinion/experience?
- What are the necessary capacities of the educators to deliver effectively a digital entrepreneurial course, according to your opinion/experience? Are these capacities and skills existing/lacking...?



- What are the main challenges your organisation is facing from the design to the finalization of a programme?
- What are the needs emerged for the existing programmes? (i.e skilled educators, skilled trainees, etc.)

#### **PART C – Result Analysis**

- What are the main results of the programmes
- What is the impact of the programmes to the trainees?
- What is the impact of the programmes to the organization?
- What should trainees improve?
- What should educators improve?

#### **PART D – Next steps**

- What is in the future for your organisation (vision, aims etc.) and what steps are you taking to get there?
- Would you try to implement the programme in a digital format? If not, why? If yes, what are your needs?
- Can you identify any best practice to your programme?



## Educators Questionnaire

### 3 Questionnaires: Educators working in those organisations and offering services

#### PART A - Background

Name of the organisation		Contact Person	
Type of the organisation			
City		Position	
Country		Contact Person Email	
Street		Telephone	
Postal Code		Fax	
URL		General Email	
Year established			
Sectorial focus (if any)			

- Briefly description of the academia background and role in the organisation
- Please briefly describe the aim of the organisation.

#### PART B – Offered programmes and processes analysis

- What are the main programmes of the organisation you are providing services?
- Please provide us with the basic information about the programmes:

Programme Structure	
Duration	
In person, Hybrid or Digital?	
Services to participants	
No of trainees	
Skills required by the trainees	
No of educators	
Background and skills required by educators	

- Are students or graduates participating in the programmes? How many? What is the average age?
- Are there digital entrepreneurship cases? In what percentage? Do they come from young people?
- Is the programme providing Digital Entrepreneurship training? Topics?
- What are the main challenges you faced during teaching in the programme?
- Are there any additional needs that you have for teaching in the programme?
- Are you satisfied with your skills? Are there any skills you wished you improved?
- Are you satisfied with the level of the participants? What should participants improve in terms of skills

#### PART CD – Next steps



- What is in the future for the organisation (vision, aims etc.) and what steps are they taking to get there?
- Would you be positive in a digital transformation of the programme? If not, why?
- What would your expectations be from a digital programme?
- What additional skills would you need for this? What other needs?
- What skills would the participants develop to participate in such a programme?
- What training would you recommend for the promotion of digital entrepreneurship?
- Can you identify any best practice of the existing programme?



## Learners Questionnaire

**3 Questionnaires: Alumni / Student/ graduates who have participated in incubation/acceleration programmes.**

### PART A – Background

Contact Person	
Contact Person Email	
City	
Country	
Telephone	

- Briefly description of the academia background
- Have you participated in any acceleration/incubation programme? Please refer the name of the organisation
- Briefly description of the project. What is your vision?

### PART B – Offered programmes

- Briefly description of the programme you participated:

Duration	
In person, Hybrid or Digital?	
Services to participants	
No of trainees	
No of educators	

- Is the programme providing Digital Entrepreneurship training? If yes, topics? Are you satisfied from these lessons?

### PART C – Process and Result Analysis

- What are the main challenges you faced with the participation in the programme ?
- Was your project improved through the programme?
- Are you satisfied by the programme?
- Had you additional expectations from the programme? If yes, what expectations?
- Are you satisfied with the educators? What should educators improve?
- Are there any additional needs that you have to participate in such a programme?
- Are there any skills you wished you improved?
- Can you identify any best practice of the programme?

### PART D – Next steps

- (If the programme was in-person) Would you be interested in participating in a digital programme?
- What would your expectations be from a digital programme?
- Would you have additional needs? Skills upgrade?
- Can you identify any best practice to the existing programme?