

# EEsAA Program Handbook

Startup Support Service Offer  
and cross border potentialities



# SECTION 1

## INTRODUCTION

- Entrepreneurial Ecosystem Alpe Adria EEsAA
- Cross border EEsAA Support service Program for growing startups
- EEsAA Territory- Target -Sectors (RIS3)

## THE AA SUPPORT OFFER FOR STARTUPS

- The EEsAA Support Service delivery network and the Alpe Adria Ecosystem
- Analysis state of the art framework conditions:  
EEsAA Partner offer

# EEsAA

## Entrepreneurial Ecosystem Alpe Adria

In recent years, the “struggle for talent” has intensified on a global scale. The migration of entrepreneurial talent and innovative companies from border regions to more interesting startup ecosystems has increased. Critical issues are the low level of internal and external networks in the region and the need to strengthen innovation networks in particular. As a result, EES AA wants to set itself as a cutting-edge project in connecting local entrepreneurial hubs and startup hubs to a cross-border entrepreneurial cluster, where technology parks, universities, incubators and coworking spaces play key roles. The EEsAA will become the benchmark for the best innovative companies in the region and from the outside, globally.

### Activities

- The development of a common vision and strategy as well as a joint action plan (joint lighting events, strategic coordination and coordination with other entrepreneurial ecosystems) will create a cross-border entrepreneurship destination
- Design and implement a systematic package of high-level services for the startup and growth of innovative SMEs / startups within the program area (Mobilization schemes, Soft-start for startups, projects of first commercial application)
- Implement a high quality cross-border support program.
- Develop an entrepreneurship educational program with pilot actions in the project area.

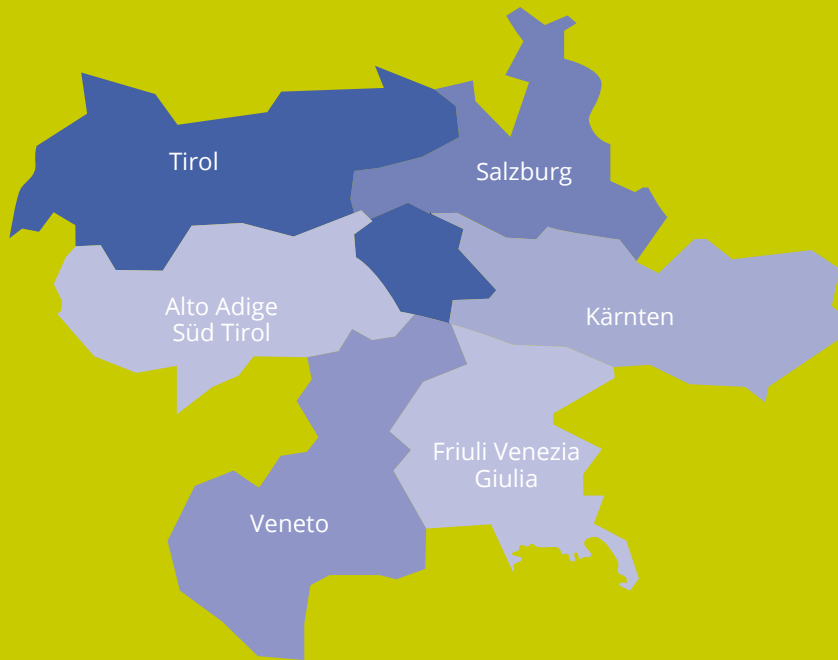
**Interreg**  
**Italia-Österreich**  
European Regional Development Fund



[www.ees-aa.eu/it](http://www.ees-aa.eu/it)



[www.facebook.com/EEsAAitaas](https://www.facebook.com/EEsAAitaas)



<http://www.interreg.net/>

**Interreg**  
Italia-Österreich  
European Regional Development Fund




**EEsAA Entrepreneurial Ecosystem Alpe Adria** is a project funded under the **Interreg V ITALIA AUSTRIA Program 2014-2020** aims to create, develop and test a comprehensive Support Service Program including: **Go to market cross landing, mobilization** schemes, joint **Mentoring**: joint advanced workshops (innovative finance, innovation business approaches), acceleration **boot camp** and joint incubators staff training.

## Partners

- Kärntner Wirtschaftsförderungs Fonds -Carinthian Economic Promotion Fund (Lead Partner)  
Klagenfurt - AT
- Friuli Innovazione  
Udine (IT)
- t2i -Trasferimento Tecnologico e Innovazione s.c.a r.l  
Treviso (IT)
- Lakeside Science & Technology Park GmbH  
Klagenfurt (AT)
- build! Gründerzentrum Kärnten GmbH  
(Klagenfurt) AT





*"knowledge and diversity,  
have a positive impact on new firm formation"*

*"regions with a high level of knowledge  
and cultural diversity form an ideal breeding ground  
for technology oriented startups."*

**Cultural diversity and entrepreneurship: a regional analysis for Germany**  
David Audretsch, Dirk Dohse, Annekatrin Niebuhr



<https://link.springer.com/article/10.1007%2Fs00168-009-0291-x>

# Cross border EEsAA Support service Program for growing startups

Increasing the number of high growth firms (HGFs) is now a major focus for industry policy in developed countries. However, existing approaches are proving ineffective. Simply creating supportive framework conditions is insufficient. Still the results achieved so far make it possible for new collaboration models to be tested and put into place involving all the key relevant stakeholders from tech entrepreneurs, mentors, corporates, customers, artists, designers, media, and investors up to local authorities.

The following table is the result of **TransUP** peer-learning work aimed at **identifying missing supporting services**.

While startup development support seem to be well covered especially in the first startup phases. Specific services for **growing startups and innovation driven SMEs** appear to be still missing (no specific services addressing this target within the enlarged cross-border region, neither significant actions nor networks active in this field). In addition, **cross-border go to market growth and internationalization** are characteristics more likely to apply to this scale ups and innovative companies thus confirming the need to develop effective and tailor made support for this target.

Target groups	Requirements/ Problems/ Needs	Measures Needed
Innovation driven Smes & <b>STARTUP IN GROWTH PHASE (SCALE STARTUPS)</b>	<p>(Not available adequate Offer)</p> <ul style="list-style-type: none"> <li>• <b>Develop New Business*</b></li> <li>• <b>Introduction to clients*</b></li> <li>• <b>Skilled people*</b></li> <li>• <b>Access to capital</b></li> </ul> <p>(Support Offer available)</p> <ul style="list-style-type: none"> <li>• Office Subsidiaries</li> <li>• Access to work infrastructures</li> <li>• Specialised services (legal, accountant, other local professional support)</li> </ul> <p>* not well covered by current cross border service delivery partners in the Startup ecosystem</p>	<ul style="list-style-type: none"> <li>» Definition of Standard level of Services covering the main requirements that are still not well answered.</li> <li>» Develop local internal procedures (within standard level defined above).</li> <li>» External communication (joint platform)</li> </ul>
INTERNAL STARTUPS (ALPE ADRIA)	<ul style="list-style-type: none"> <li>• Money for growth</li> <li>• Lack of experience</li> <li>• Infrastructure &amp; premises</li> </ul>	<ul style="list-style-type: none"> <li>• Mentorship</li> <li>• Talent activation initiatives (lighthouse events)</li> </ul>
GLOBAL CORPORATIONS CORPORATE SPIN OFFS	<ul style="list-style-type: none"> <li>• providing qualified connections to large and medium corporates ("Matching").</li> <li>• identify and share best practices</li> </ul>	<ul style="list-style-type: none"> <li>• Facilitate "buy one get four" matching initiatives;</li> </ul>



[https://cordis.europa.eu/project/rcn/200863\\_it.html](https://cordis.europa.eu/project/rcn/200863_it.html)

# EEsAA Territory- Target -Sectors (RIS3)

EEsAA addresses the challenge of making the IT-AT cross-border region an attractive hub for innovative entrepreneurs and investors, where the ecosystem made of actors and services

devoted to support the creation and development of new businesses and/or supporting innovative projects is based on collaborative approaches /tools.



# The territory: IT-AT Interreg V Program Area



EEsAA project impact zone includes primarily the Interreg V IT-AT Program area which is part of the Alps Adriatic region, encompassing the following geographic areas: Italian lands Friuli-Venezia Giulia and Veneto, Austrian Carinthia and Styria, Slovenia, Croatia and the Western half of Hungary. Secondly also the Western Balkans region, including Bosnia and Herzegovina, Serbia, Kosovo, Montenegro, Macedonia and Albania.



# EEsAA Support Program TARGET

## TARGETs & target impact

The project addresses to the following targets and with relative expected impact:

- Building capacities and skills (**new /innovative entrepreneurs**): preparing the ground for multicultural and international driven attitude among new established startups and innovative SMEs by creating opportunities of transnational networking, developing dedicated services supporting entrepreneurs to access neighbour markets, codifying the best practices to be set up in a transnational ecosystem so as to encourage open minded companies to play on different markets and take the advantage of cross-border territory.
- Building capacities and skills (**AA service delivery agencies, mentors & advisors, investors**): the development of shared service delivery procedures will set the basis for improving skills of the partnering agencies' staff in managing transnational startup support programmes.
- Strengthening innovation agencies' cooperation (**Regional Startup Ecosystem as a whole**): expanding Alpe Adria Startup ecosystem network by connecting with other eu startup hubs
- Promote strong coordination mechanisms: by designing and testing common service delivery procedures (pilot phase).



## EEsAA strategic sectors (RIS3)

**Focus:** EEsAA partners address specific high tech sectors for the economy and the regional research system such as : Additive Manufacturing, Metallurgy and Surface and Advanced Materials Technology, Energy and the Environment, Biotechnologies, AI- machine learning, blockchain technology

Smart Specialization Strategies (RIS3 or S3) set priorities at national and regional level to build competitive advantage by developing and matching research and innovation own strengths with business needs, to address emerging opportunities and market developments in a coherent manner, while avoiding duplication and fragmentation of efforts. They are also a backbone of national or regional research and innovation strategic policy frameworks in Europe. In 2014–2020 Cohesion Policy will guide the investment of over EUR 450 billion (including national co-financing) to help achieve

the EU-wide goals of growth and jobs and reduce economic and social disparities. It is the biggest investment instrument at EU level for pursuing the objectives of the Europe 2020 strategy. <http://s3platform.jrc.ec.europa.eu/> Common and or complementary RIS3 sectors among the involved regions in EEsAA project represent ideal areas for leveraging business competitiveness through cross border business/ development partnerships;



IT  
FVG

Smart health  
Strategic Productive Supply chain  
Smart manufacturing  
Domotics Home system  
Culture, creativity and tourism  
Smart Agrifood



IT  
Veneto

Sustainable living  
Smart manufacturing  
Culture, creativity and tourism  
Creative Industries  
Smart Agrifood



AT  
Carinthia

Public health & security  
Service /product innovation  
Smart green  
&  
integrated transport systems  
Advanced manufacturing systems  
Digital Agenda

## The EEsAA Support service delivery network and the Alpe Adria ecosystem

EEsAA project partners in collaboration with neighbours Alpe Adria startup hubs (Slovenia startup hub, Croatia, Austria,...) focus on jointly developing and testing service delivery models proving the rationale of how the cross-border value is going to create a "market" opportunity for startups, as well as to implement the state-of the art services and capture value. In this view, the design and implementation of a systemic Cross-regional Support Program for entrepreneurs represents a significant step.

The objective is to create of a larger cross-regional network made by startup cross-landing service providers that acts as a "one-stop-shop" supporting new established businesses in: exploring neighboring markets, connecting with mentors and expertise across the region; connecting startups with capitals across the region; connecting individuals with similar business ideas in order to build regional and global players, etc. The ultimate goal is bringing neighboring startup ecosystems together, fuse the entrepreneurial communities to one, globally known as Startup ecosystem in the Alpe Adria region.

## Analysis state of the art framework conditions Current EEsAA Offer

EEsAA partner organizations together with their network are strongly committed in the development of a no-border, multinational startup service delivery platform. Each of them has a qualified role as innovation stakeholder within their own local entrepreneurial hub and as such, they bring the uniqueness and great value of their direct experience, knowledge and competence on a cross- border level.

## SERVICE PROVIDER: Friuli Innovazione



Parco Scientifico e Tecnologico  
Luigi Danielli di Udine  
Via Jacopo Linussio, 51  
33100 Udine



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



INCUBATORE CERTIFICATO

### About Friuli Innovazione

Friuli Innovazione was founded in 1999 on the initiative of the University of Udine, Confindustria Udine, the Centro Ricerche Fiat, Agemont, the Union of Industrialists of Pordenone and the Fondazione CRUP with the aim of fostering collaboration between the University and the Friulian economic system.

### Friuli Innovazione main tasks:

- foster collaboration between researchers and companies and the industrial use of scientific and technological results produced by research.
- assist young entrepreneurs, companies and researchers in the development of business ideas, innovative and high-tech, through the search for partners and funding,
- support the startup of new

businesses, incubation and settlement at the Science and Tech Park of Udine ( Finn premises)

- Friuli Innovazione works constantly alongside companies in support of competitive development projects.

**Sectors:** Finn services are oriented towards some of the main strategic sectors for the economy and the regional research system (ICT, Additive Manufacturing, Metallurgy and Surface and Advanced Materials Technology, Energy and the Environment, Biotechnologies) but we also look abroad, more and more, through participation in European projects and other initiatives that favor the internationalization of companies and Friulian talent.

### CATEGORY

Incubator (idea - early stage)	😊
Accelerator (later stage)	😊
Science & Technology Park	😊
Organization managing a Startup Competition	😊
Organization managing a Coworking Spaces	😊
Business Support and Development Agency	😊

### ACCESS TO

networks (local, national, international)	😊
private funding	😊
public funding (regional, state, EU)	😊
industry sectors (strategic industry partners)	😊
market research	😊
infrastructure	😊

CURRENT OFFER





# SERVICE PROVIDER: Kärntner Wirtschaftsförderungsfonds- KWF



 [www.kwf.at](http://www.kwf.at)

## About KWF

Kärntner

Wirtschaftsförderungsfonds is one of the key stakeholders in the entrepreneurial and innovation ecosystem and responsible for the development of »Enhancing the Entrepreneurial Ecosystem« in Carinthia. Together with the strategic partners and stakeholders in Carinthia KWF acts also initiator of the regional initiative to connect all players in the Entrepreneurial Ecosystem - Who signed a common commitment called »Carinthian Manifest of Entrepreneurial Culture«. KWF supports Carinthian enterprises, especially small and medium-sized enterprises with regard to their international competitiveness. The development of the economy (framework, milieu, and ecosystem) is one of the major aspects in the business model of KWF.

## KWF and the Carinthian economy:

KWF has 20 years' experience in the development of the economy in Carinthia, in funding companies and has therefore an excellent network of entrepreneurs managing the companies. KWF has access to a huge pool of information on company data. Furthermore, KWF has 10 years' experience in supporting EU – cross border projects. The experience is based on pre-development tasks of projects in the context of the Carinthian economic strategy, supervising and monitoring of project progress and first level control. KWF Address

## CATEGORY

Incubator (idea - early stage)

Accelerator (later stage)

Science & Technology Park

Organization managing a Startup Competition

Organization managing a Coworking Spaces

Business Support and Development Agency



## ACCESS TO

networks (local, national, international)



private funding



public funding (regional, state, EU)



industry sectors (strategic industry partners)



market research

infrastructure



CURRENT OFFER





## SERVICE PROVIDER : t2i



### About T2i:

t2i technology transfer and innovation' is the innovation agency promoted by the Chambers of commerce of Treviso, Verona and Venice, established in 2014 from the merging of 'Treviso Tecnologia' and 'Polesine Innovazione'. Since 2016, t2i has become the largest regional agency for innovation, after the acquisition of Verona Innovazione. T2i is a Digital Innovation Hub recognised by the European Union as part of the I4MS platform and can boast an MISE certified incubator in Rovigo premises. The incubator was opened in 2016 in a refurbished old sugar factory. It offers two floors of 500 + 500 square meters. The ground floor is dedicated to a coworking space; while the first floor is deputed to a FabLab. The incubator is now hosting 10 innovative startups. The aim is to become an innovation hot spot, thanks also to the cooperation with universities and research center in the area (Padova and Ferrara Universities, T.E.S.I.

laboratory (UniPD) and ECSIN Laboratory (European Laboratory for the sustainable impact of nanotechnology). Lastly, since 1999 t2i has been accredited with the Italian Patent and Trademark Office (UIBM) and with the European Patents Office as a Patent Library.

### Main tasks:

- Sustaining entrepreneurial attitude and conceive training paths to foster the necessary skills to help transforming new ideas in enduring businesses.
- Linking with local and cross border partners and networks
- Supporting SMEs in the growing process with: design and development of new products and services; engineering, testing and certification; technology transfer and networking; organization and development of competencies.
- Offering a comprehensive information and orientation service on matters of intellectual property.

### CATEGORY

Incubator (idea - early stage)	😊
Accelerator (later stage)	
Science & Technology Park	
Organization managing a Startup Competition	😊
Organization managing a Coworking Spaces	😊
Business Support and Development Agency	

### ACCESS TO

networks (local, national, international)	😊
private funding	😊
public funding (regional, state, EU)	😊
industry sectors (strategic industry partners)	😊
market research	😊
infrastructure	😊

## CURRENT OFFER





## SERVICE PROVIDER : build!



build! Gründerzentrum GmbH  
Lakeside B01a  
9020 Klagenfurt  
+43 2700 8740  
office@build.or.at  
build.or.at



### About build!:

build! is the central startup hub in the innovation landscape of Carinthia, which fosters entrepreneurship in alignment with the research-technology-innovation strategies for the state.

By bridging academia, scientific research and corporate businesses in their innovation / cooperation and spin-off/out activities, build! engages various stakeholders in this region.

For startups, build! offers individual and milestones-oriented support from the idea stage to a scale-up and growth phase. A professional team manages startup coaching, workshops, networking events, financial support and office infrastructure.

In cooperation with the business network "Verantwortung zeigen!", build! has established a high

profile network of mentors within Carinthia – to date. Cross-border networking and mentoring activities will increase the impact of services already provided by the incubator.

Furthermore, build! successfully runs an early stage acceleration program – 2 batches per year / duration 4 months each. Entrepreneurs learn about the LEAN startup methodology and other measures to develop, test and iterate their business models.

More than fifteen years of experience in business incubation processes and an extensive community and professional network makes build! a dynamic node in the entrepreneurial ecosystem in the Alps-Adriatic region and beyond.

### CATEGORY

Incubator (idea - early stage)	😊
Accelerator (later stage)	😊
Science & Technology Park	
Organization managing a Startup Competition	😊
Organization managing a Coworking Spaces	😊
Business Support and Development Agency	

### ACCESS TO

networks (local, national, international)	😊
private funding	😊
public funding (regional, state, EU)	😊
industry sectors (strategic industry partners)	😊
market research	😊
infrastructure	

CURRENT OFFER





## SERVICE PROVIDER: Lakeside Park

**Lakeside**  
SCIENCE & TECHNOLOGY  
PARK

Lakeside Science  
& Technology Park GmbH  
DI|FH Martin Krch  
Projects and Cooperation  
Lakeside B11  
9020 Klagenfurt am Wörthersee



[www.lakeside-scitec.com](http://www.lakeside-scitec.com)

### About Lakeside Park:

The park is a platform for the collaboration between companies and university institutes in the field of information and communication technologies (ICT). A place for interdisciplinary research and development, education, production and services. Focusing on selected issues in information and communication technology and supplementary and additional technology.

The ground-breaking ceremony for the Lakeside Science & Technology Park took place in May 2003. It opened in 2005 and quickly developed to become a successful, viable and modern location for some 70 technology and research-oriented companies with close to 1,300 employees. The special features of Lakeside Park include its spatial proximity to the University of Klagenfurt and Lake Wörthersee and its links

with the incubator build! and the Carinthia University of Applied Sciences. Lakeside Park is the place to be for tech-oriented Startups in southern Austria, offering unique opportunities for collaboration between companies, education and research.

### LSP Objectives:

- Implement a unique model across Austria
- Present an international campus for science & technology
- Set up a university and education location with international appeal
- Establish a site with unique architecture and top class infrastructure in an environment with a high quality of life
- Establish an attractive location for leading international companies and Startups

### CATEGORY

Incubator (idea - early stage)

Accelerator (later stage)

Science & Technology Park



Organization managing a Startup Competition

Organization managing a Coworking Spaces



Business Support and Development Agency

### ACCESS TO

networks (local, national, international)



private funding



public funding (regional, state, EU)



industry sectors (strategic industry partners)



market research

infrastructure



CURRENT OFFER





# SECTION 2

## TOWARDS AN INTEGRATED CB SERVICE SUPPORT OFFER

Existing Good Practice initiatives with reference to:

- **Growing across borders:**
  - THE ALPE ADRIA Startup ECOSYSTEM INITIATIVE;
  - THE ALPE ADRIA CROSS-LANDING SERVICE DESIGN;
  - NETWORKING & TALENT ACTIVATION INITIATIVES;
  - Networking & Hiking "Gemeinsam Gehen"
- **Supporting innovation: Design Thinking process** (DESALPS\_T2i)
- **BABEG FUND (KWF)**  
Public-private investment Fund for scaleups  
(so called BABEG Venture Fonds II)
- **BUILD!UP MENTORING**

## Existing Good Practice: THE ALPE ADRIA Startup ECOSYSTEM INITIATIVE

The “Alpe Adria Startup Ecosystem” has been initiated by vital organizations of regional entrepreneurial ecosystems – Carinthia, Venezia-Giulia and Slovenia aiming to create a startup ecosystem, which will enable and encourage the development of sound, efficient and globally recognized cross-border startup hub.

Taking into account the regional context, building on regional strengths and mutual

learning from each other during implementation of transnational projects in the past, partners have developed and defined unique selling proposition (USP) for the “THE LANDING POINT FOR STARTUPS ENTERING EU MARKET”, which represents unique environment to the target customers (startups teams) for convincing startups outside the territory of involved regions to land and start growth their startup business in trilateral area.



### **Cross-border value creates a “market” opportunity for startups and smes**

The next challenge is to develop the initial cross border initiative into a larger ecosystem including other cross border territories of the Alpe Adria region and test business model which describes the rationale of how the cross-border value is going to create a “market” opportunity for startups, implement the state-of the art services and capture value. In this view a strategic step is the design and implementation of a systemic Cross-regional Support Program for entrepreneurs.

The AA initial service provider network was promoted by:

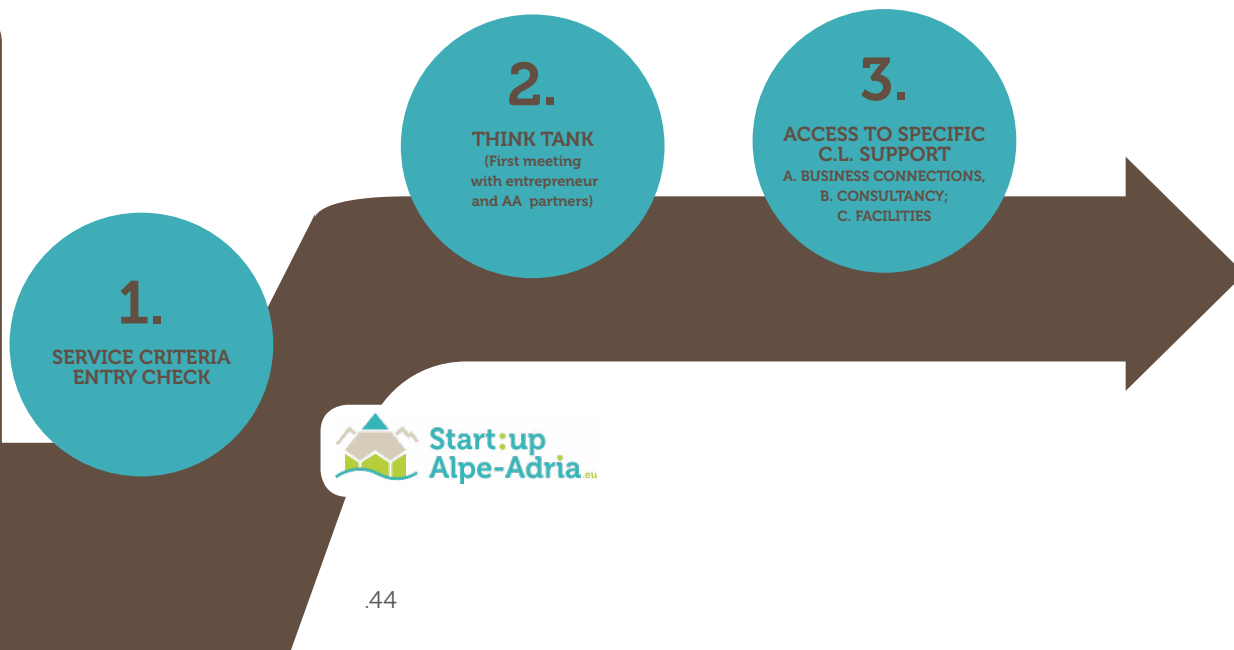
- **KWF – (Austria- Carinthia)**
- **Friuli Innovazione (FVG)**
- **TP-LJ (Slovenia)**
- **IRP (Slovenia)**
- **STEP RI (Croatia)**



## Existing Good Practice: THE ALPE ADRIA CROSS-LANDING SERVICE DESIGN

The AA Cross regional Softlanding Service Design developed within the Alpe Adria startup ecosystem was aimed at offering to startups from neighboring regions Carinthia (Austria), Friuli Venezia Giulia (Italy), Slovenia and the newly entered EU member state Croatia, the possibility to develop their company within a multicultural environment. In order to test the rationale of how the cross-border value is going to create a "market" opportunity for startups and scale-ups as well as to implement the state-of the art services and capture value, in 2017 the Alpe Adria startup ecosystem initiators agreed to jointly develop the ALPE ADRIA CROSS-LANDING SERVICE DELIVERY PROCEDURE (Memorandum of understanding 2017) including the following steps:

1. **Service Criteria Entry check:** Each Service Provider applies an entry quality check to local applications for Cross Landing Support.
2. **"Think tank"** 1st meeting where the applying startup/ entrepreneur, together with both the sending and receiving service delivery providers (MOU partner organizations), carry out a joint need analysis.
3. After positive entry check, the following service areas can be addressed for **specific support** under terms and conditions applied by receiving MOU partners:
  - "Cross-landing Business Connections"
  - "Cross-landing Consultancy"
  - "cross-landing facilities"





# Existing Good Practice: NETWORKING & TALENT ACTIVATION INITIATIVES

## MAIN AA LIGHTHOUSE EVENTS:

- ARTS/TECH/BIZ MASHUP
- STARTUPLIVE ALPE ADRIA \_KLAGENFURT
- TRIPLE E!
- PODIM

Mashup- talent  
activation Days of  
Research



Triple E!



Startup live



Gemeinsam gehen

Alpe Adria promoters started from bottom up in 2014 working on multilateral events organizing events together and out of that started the relation between partners and policy makers. Personal interaction, networking and community engagements were important ingredients in building effective ecosystems and in creating linkages between businesses for: driving new ideas and innovation; opening up new markets and supply chains; providing informal support and advice; providing an opportunity to celebrate success or indeed failure; and finally for creating a sense of community and scale for individuals who would otherwise feel quite isolated.

## Existing good practice: Networking & Hiking "Gemeinsam Gehen"



### Objective of initiative:

»Gemeinsam Gehen« brings together stakeholders and partners of Lakeside Park from the whole Alpe Adria-Region. It fosters meetings, contacts and discussions of representatives with various backgrounds and offers insights and experience of regional nature and culture. The very informal setting overcomes hierarchical or institutional reservations and visiting the neighboring region strengthens cross-border awareness. Even Aristoteles honored the inspiration of a joined walk to create new ideas.

### Design of initiative:

Lakeside Park started the networking event already in 2009 for its company representatives and relevant stakeholders. Since 2012 also international partners, mainly from Slovenia and northern Italy joined the initiative and the number of cross-regional participants grew steadily. The one-day format consists of a bus trip to an attractive spot of the Alpe Adria-Region and a guided hiking tour with information about history, culture and nature. It is closed with a joined regional specialties dinner of all participants. People automatically start talking to each other about

their expertise and common interests while enjoying the regional countryside. The hiking tour is an invitational event, scheduled every first Friday in May. Participation is free for registered partners of Lakeside Park and selected Startups linked to Alpe Adria partner organizations.

### Impact of initiative:

»Gemeinsam Gehen« is a unique opportunity to see selected locations of the neighboring countries and get acquainted with people from companies, startups, research organizations, academia, education sector and intermediaries. The informal setting allows meetings on equal terms and supports connections of people rather than institutions.



[www.lakeside-scitec.com/en/](http://www.lakeside-scitec.com/en/)

# Existing good practice: Supporting innovation: Design thinking process (DESALPS\_T2i)



## Objective:

The project aims at developing an ecosystem open to the application of innovation strategies for SMEs based on Design Thinking (DT). Based on the customer-centric orientation typical of the world of product design, Design Thinking offers itself as an efficient approach to solving complex business problems through empathic analysis of the customer's needs. Using creative methods of collaboration and generating ideas, a multi-stage process is embarked upon called 'Double Diamond', in which 'divergence' stages (collecting data, generating ideas) are alternated with 'convergence' phases (analysing collected data, rapid prototyping of ideas), that can be repeated many times until the required solution is reached.

## The initiative:

Started on November 2016 with a research phase deputed to the analysis of the initial condition of Design Thinking presence in project's area, the DesAlps project launched the stage for training the intermediaries in September 2017, setting up a series of training activities on Design Thinking for innovation professionals and intermediaries. These transnational activities took place at transnational level, in order to create a widespread skills base on the topic. From autumn 2018, SMEs interested in testing the effectiveness of the method can be directly involved in the experimental stage.

## Impact Analysis:

Training opportunities for facilitators and companies will continue after project's end thanks to permanent Design Thinking Labs hosted at partners' offices that, together with the Virtual Community [www.designthinkinglab.eu](http://www.designthinkinglab.eu), will further encourage networking between experts, intermediary agencies and companies. As per DesAlps vision, this improved synergy can generate a fast qualitative and quantitative impact on economic potential of new and established firms in the area, that can undertake a process of product/service innovation by two "high impact & low cost steps": the revision of internal organisational aspects and the improvement of knowledge of user's needs.



[www.t2i.it](http://www.t2i.it)

## Existing good practice: BABEG FUND (KWF) Public-private investment Fund for scaleups (so called BABEG Venture Fonds II)



[www.babeg.at/it](http://www.babeg.at/it)

Lacking equity capital and more restrictive regulations of financial institutions (Basel III) restrict access to traditional loans and borrowings from e.g. bank institutes. This means that promising projects cannot be implemented due to the lack of self-financing and debt financing possibilities and the competitiveness of these companies is already threatened today.

The "BABEG Venture Fund II" is designed to mitigate these massive disadvantages, at least for some Carinthian companies. Strengthening equity capital can significantly facilitate access to borrowed capital, which can significantly strengthen the effect of the public funds deployed.

It is therefore planned to use BABEG Venture Fonds II with public funds in the amount of up to EUR 12.2 million.

The objective of BABEG VentureFonds II is to invest in development and growth projects of technology-oriented small and medium-sized enterprises with equity or equity-like funds. The BABEG Venture Fund assumes up to 70% of equity financing per company, with the remaining 30% being invested by independent private investors. In order to ensure the co-financing, depending on the respective development phase of the company, various co-investors are acquired.

The co-investment strategy will be pursued as a result of the subsidy requirements for participations of at least 30% independent private capital per investment transaction. Various co-investor groups such as:

- Business Angels
- Private institutions
- VC companies and private equity funds
- Local financial institutions
- Crowd investors over crowdfunding platforms

On the basis of the project, the most important decision-making criteria are based on the following three evaluation variables:

- Product or service

Plausible business idea or business model and scalability, demarcation from competitors, USP, quantifiable customer benefits, patent protection, etc.

- Market

Attractiveness, entry barriers, strength of the competitors, stable customer base, recognizable growth opportunities and optimization potentials etc.

- Team

Previous successes, leadership skills, CVs, competences, motivation, cooperation, entrepreneurial spirit, vision, etc.

# Existing good practice: BUILD!UP MENTORING

## Objective

### of the initiative/service /offer

build!UP support startups and connects them with qualified senior experts in order to strengthen the business location of Carinthia. Furthermore, startups receive access to the knowhow and network of those experienced business managers.

## Design of initiative

The Mentoring program is designed for Carinthian startups during their incubation period. For 12-months a personal mentor accompanies them. Monthly meetings are held and 4 networking events are organized. Additionally, 5 expert workshops (dealing with specific topics regarding their business development) are offered. The program is organized by the association "Verantwortung zeigen!" in cooperation with the build! incubator and industry partners. A fee of 1.400 excl. VAT is charged to each startups to cover the organizational costs.

## Impact analysis

The impact of this program can't be measured on a quantitative scale, as the cooperation between mentor and mentee turns out individually. All mentees benefit from the knowledge of all mentors, as well as all mentors are happy to help, wherever they are able to.

# SECTION 3

A STEP FORWARD:  
DEVELOPING AND TESTING  
EEsAA SUPPORT SERVICE PROGRAM (PILOTS)

## Packages details

- **Advanced Mentoring Program**
  - Including "GOTO MARKET" IT-AT Mentoring & Mobilization Scheme
- **EEsAA Acceleration Bootcamp**
- **Funding & Finance Scheme**
- **Strengthening the AA startup ecosystem**
  - Inside (Program Area)
  - Outside (Program Area)

**Conclusions: upgrading after pilot implementation**

**References**

# A STEP FORWARD: Developing and testing EEsAA Support service Program (PILOTS)

EEsAA project partners in collaboration with neighbour Alpe Adria startup hubs (Slovenia startup hub (link/, Croatia/, Austria,...) focus on jointly developing and testing service delivery models (SDM) proving the rationale of how the cross-border value is going to create a "market" opportunity for startups, as well as to implement the state-of the art services and capture value.

In this view, the design and implementation of a systemic Cross-regional Support Program for entrepreneurs represents a significant step.

The **objective** is to create of a larger cross-regional network made by startup cross-landing service providers that acts as a

"one-stop-shop" supporting new established businesses in:

- exploring neighboring markets,
- connecting with mentors and expertise across the region;
- connecting startups with capitals across the region;
- connecting individuals with similar business ideas in order to build regional and global players,
- attracting talents and capitals

**The ultimate goal is bringing neighboring startup ecosystems together, fuse the entrepreneurial communities to one, globally known as Startup ecosystem in the Alpe Adria region.**



# PACKAGES DETAILS:

## leveraging on cross border network resources

### PROGRAM PACKAGE

#### **EEsAA MENTORING PROGRAM (6 months) = key for attracting startups and building credibility**

- Structured mentoring advising on strategic management and connecting to experts and investors
- Includes mobilization scheme pilot ( IT-AT Go-to-market support)

#### **CROSS BORDER BOOTCAMP**

- Intensive support event (3-5 days)including- mentoring, Design Thinking, coaching, peer learning, prototyping, pitching and cross border networking; focused sectors: digital, industry 4.0, A.I., RIS3 sectors - Agile & lean Business Model, product readiness, sales, storytelling-marketing

#### **FUNDING & FINANCE SCHEME**

- Workshop, networking events, one-to-one meetings, focused on access to finance for startups / innovative SMEs

#### **EEsAA SERVICE PROVIDER NETWORK**

- Focus on improving network service delivery by developing collaboration tools, training for facilitators, peer learning activities

#### **EEsAA "STARTUP SUPPORT CROSS BORDER PROGRAM" IMPROVED MODEL**

### SERVICE PACKAGE

- Access to mentors (Blended mentoring on-site; on-line);
- Access to IT-AT & Alpe Adria advisors
- Access to private investors (IT-AT- EU BA networks )
- Access to public financing opportunities (FVG, VE,Carinthia –IT-AT);
- Access to customers/markets;
- Access to strategic advice;
- Access to skilled HR,
- Access to networks (Service Providers, mentors 'networks, BA networks, SMEs )
- Deep Dive workshops (pitching, sales and marketing, lean /agile product/ service development,
- Access to office facilities
- Access to EEsAA SERVICE PROVIDER HOTSPOTS: BUILD! -AT /FRIULI INNOVAZIONE- FVG/ T2I – V



# PILOT ACTIONS: EEsAA MENTORING PROGRAM

## MENTEES TARGET

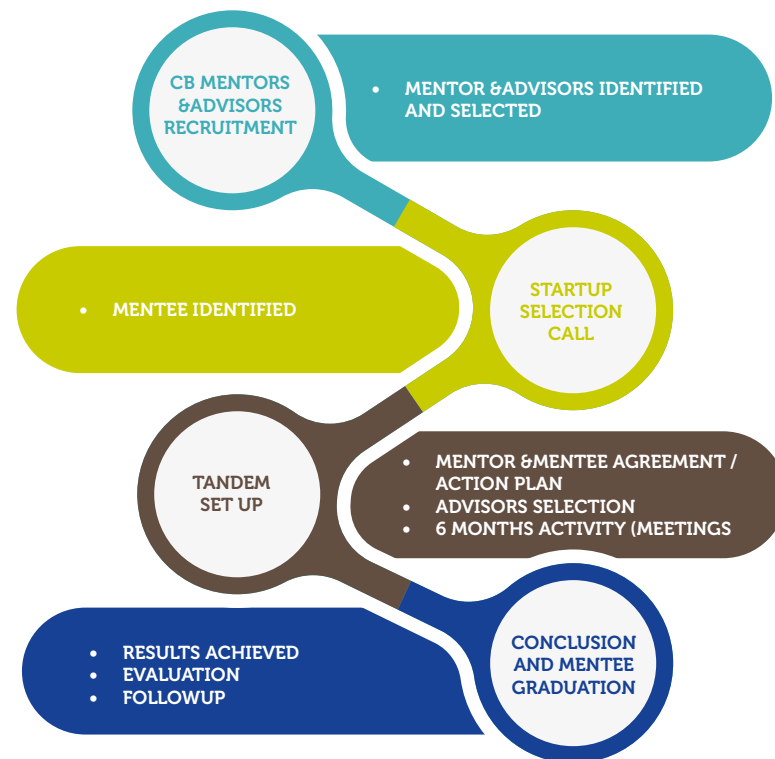
- startups already settled, with working prototype/product /service; (minimum development criteria)
- teams interested in exploring gotomarked interest/plan; (coachable team)
- teams available to meet AT /IT mentors in person at receiving country service provider premises or at other receiving country facilities; (availability to travel to mentors country)
- 1 person of startup team referent for contact ;

## EXPECTED RESULTS

- 10 mentors –mentees tandems
- 4 IT-AT tandems „gotomarket“
- 1 Mobilization Scheme tested for upgrading softlanding startup service model for AA service providers
- Service providers staff with increased skills for crossborder softlanding in the startup crossborder ecosystem.

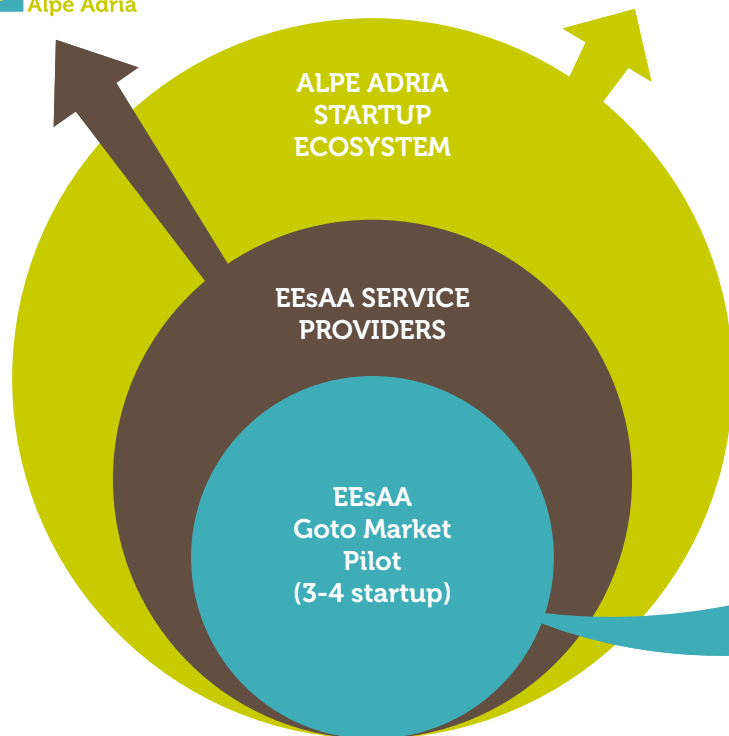
## BASED ON

- CROSSBORDER mentors & advisors platform expanding existing networks
- TIMEFRAME: 6 months (identification mentees July –August; Kick off Mentoring activity end of September 2018 – closing event in March 2018)



# PILOT ACTION

## «GOTOMARKET MENTORING» IT-AT MOBILIZATION SCHEME



### ACTION EESAA SERVICE PROVIDERS SELECT 2+2 (AT+ IT) GOTOMARKET SUPPORT



#### BENEFIT



"Go to market" mentoring IT/AT



Access to facilities in Italy and Austria

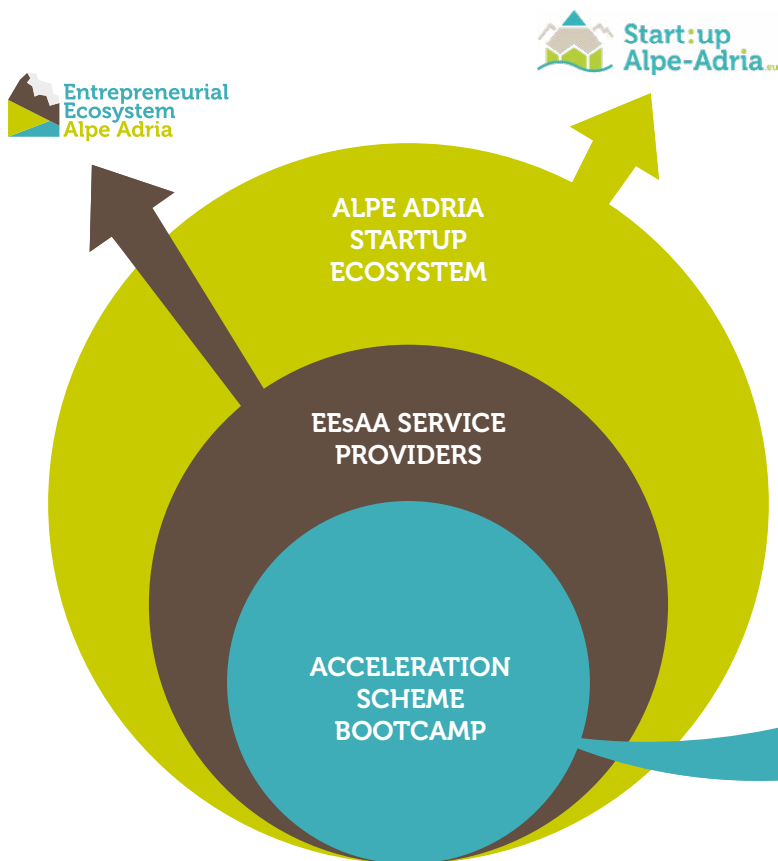


Networking



Workshops

# EEsAA ACCELERATION BOOTCAMP



The Bootcamp encounters the Service Providers' need to better customize support services for growing startups, taking into account new requests and higher expectations of entrepreneurs. In addition, it creates occasions for networking and peer learning.

## ACTION EEsAA INTENSIVE BOOTCAMP

BENEFIT



INTENSIVE ADVANCED  
GUIDING AND FOCUSED CONSULTANCY



NETWORKING



WORKSHOPS

## EEsAA Bootcamp outline

(detailed program will follow results of Mentoring and Mobilization schemes)

**GOAL: 1.** . stimulation and development of AA entrepreneurial ecosystem; 2. promotion of innovation processes; creation of deal flow for investors Focus: industry vs diversified.

**SECTORS (RIS3):** Industry 4.0; machine learning, IOT, data mining.

**GEOGRAPHIC FOCUS:** local vs Cross border vs global.

**SERVICES:** hands-on mentoring, training, coaching; Business and product advice; networking, funding opportunities; customer development in IT/AT; identification of partners IT/AT; review of BM/strategies; market intelligence; pitching; e-pitches; knowledge sharing.

**TARGET:** young entrepreneurs and innovators active in the Program Area.

### ACTION EEsAA INTENSIVE BOOTCAMP



SERVICES

ADVANCED GUIDING AND FOCUSED  
CONSULTANCY

MENTORING

DESIGN THINKING APPROACH

FAST PROTOTYPING

TEAM WORK

PITCHING



# ACCESS TO FINANCE



**ACCESS TO FINANCE:** Startups in outer ecosystem as the Alpe Adria region don't attract as much capital as the ones located in the top hubs in Europe — London, Amsterdam, or Berlin. Although the situation is improving there are still fewer investors (Business Angels) in particular there is still not enough money for the pre-seed and seed phase. In addition, it is still difficult to get access to public funding and the high level of bureaucracy represents still a strong barrier preventing startup growth.

**NEED:** Lacking equity capital and more restrictive regulations of financial institutions (Basel III) restrict access to traditional loans and borrowings from e.g. bank institutes. This means that promising projects cannot

be implemented due to the lack of self-financing and debt financing possibilities and the competitiveness of these companies is already threatened today.

**LEVERAGE ON CROSS-BORDER:** the Alpe Adria startup-scale up ecosystem is strongly linked with the growing Eastern Europe ecosystems. This brings key competitive advantages such as talent pool, thriving bootstrapped projects, multinational BA network, recent startup-friendly policies, such as a "startup visa" programs that allows founders from outside the EU to open businesses in the addressed territories (including Italy), and recently attracting VC funds supporting local scale-up development.

A large teal circular graphic with a white arrow pointing clockwise, containing the text 'EEsAA finance and funding actions (workshops-networking event)'.

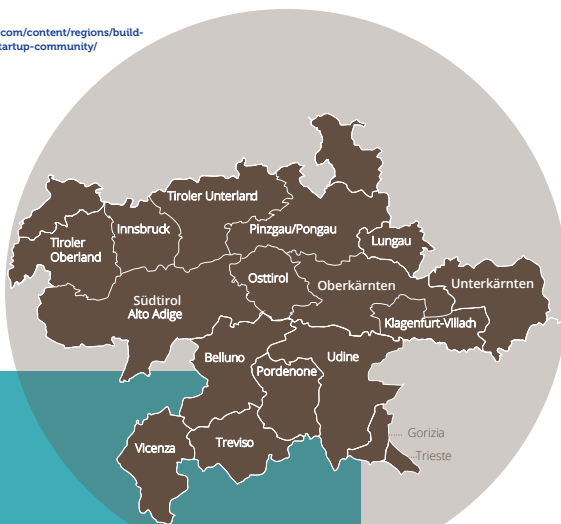
**EEsAA finance  
and funding actions**  
(workshops-networking event)

## INSIDE PROGRAM AREA: EEsAA service providers collaborative and lean approach

*"This shared goal (collaboration within the startup community) is not an expression about what we create individually, but about the overall value we can orchestrate through collaboration with our broader ecosystem, which we'll always be able to count on, because of its flexibility and fertility for growth and innovation."*



[www.techstars.com/content/regions/build-collaborative-startup-community/](http://www.techstars.com/content/regions/build-collaborative-startup-community/)



### Key actions<sup>1</sup> for Adria Service Delivery intermediary organizations WORKING ACROSS CULTURES AND COUNTRY BORDERS:

- To foster cross-border cooperation among firms as cross-border initiative.
- To communicate, as part of the USP (unique selling proposition), the advantages of micro-region initiatives (proximity and diversity might be a challenge but also easily tackled; some specific BMs can be better tested)
- To leverage and combine national/local (SMEs & startups) supporting programmes
- To facilitate commitment and trust among partners from different countries
- To organize networking events in the Alpe Adria region, in order to get know each other and to develop trust between partners and the target groups
- To constantly work to keep the network alive

<sup>1</sup>Cross landing Services for Startups and Scale-ups in the Alpe Adria Region –Study conducted in the framework of TransUP project- Supporting Transnational Startup Ecosystems 2017 H2020

INSIDE:  
the IT-AT Program area

## EESAA PARTNER INVOLVEMENT IN PILOT ACTIONS:

- Friuli Innovation (FINN) is responsible for the coordination of EEsAA Support Program Work Package, FINN operates as national certified business incubator and as innovation intermediary organization for FRIULI VENEZIA GIULIA (IT).
- KWF contributes with identification of potentials and adequate development and funding strategies in cooperation with established companies (Campus, Industrial incubator) and strategic partners (AUSTRIA -CARINTHIA);
- T2i creates links with local and cross border stakeholders and for EEsAA Support Program offers deep knowledge of business background of its region (VENETO).
- LSTP contributes to the EEsAA Support Program by extending its role as a platform for cooperation, also on cross-border level. Acts as strategic location attracting expertise, knowledge, innovative business and from abroad.
- Build! In cooperation with "Verantwortung zeigen", build! Established a high profile network of mentors within its region. Build! Acts as expert partner for Mentoring Program implementation.

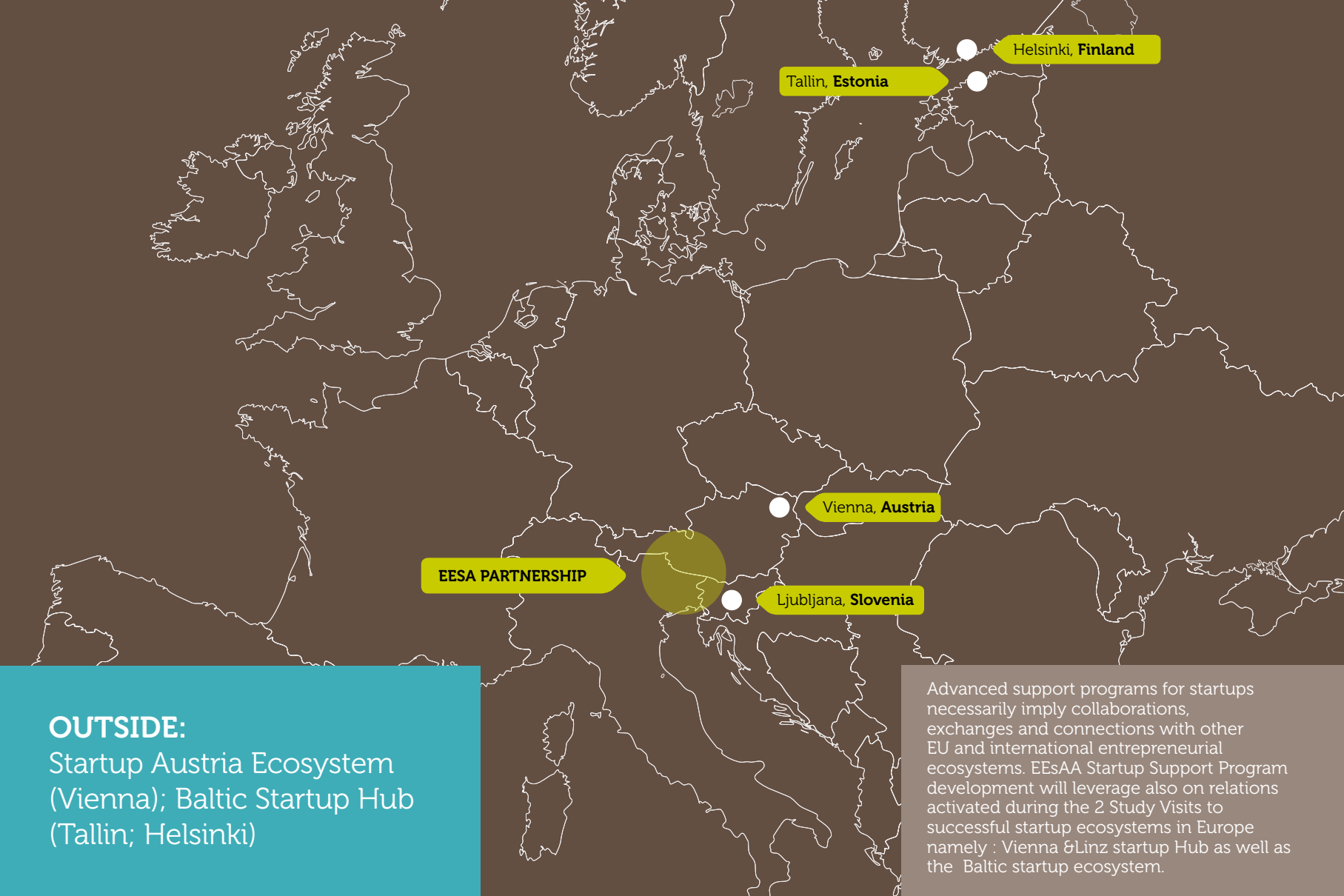
EESAA Partners	Involvement
Friuli Innovazione	<ul style="list-style-type: none"> <li>• RECRUITS MENTORS AND ADVISORS– (CALL FOR MENTORS AND ADVISORS)</li> <li>• OFFERS ACCESS TO FACILITIES AT PST –UDINE (MOBILIZATION SCHEME) ;</li> <li>• PROMOTES STRATEGIC NETWORKING EVENTS, MEETINGS AND REGIONAL/NATIONAL GOTO MARKET</li> <li>• SUPPORTS STARTUPS AND INNOVATIVE SMES AS GROWING HIGH-TECH COMPANIES</li> <li>• SECTORS: Industry 4.0, (ADITIVE MANUFACTURING), AI machine learning, CCI tourism, BIOTECH,</li> </ul>
T2i	<ul style="list-style-type: none"> <li>• OFFER INNOVATIVE SERVICES SUPPORTING SMES IN THE GROWING PROCESS COVER VARIOUS AREAS: DESIGN AND DEVELOPMENT OF NEW PRODUCTS AND SERVICES; ENGINEERING, TESTING AND CERTIFICATION; INTELLECTUAL PROPERTY; TECHNOLOGY TRANSFER AND NETWORKING; ORGANISATION AND DEVELOPMENT OF COMPETENCIES.</li> </ul>
Build!	<ul style="list-style-type: none"> <li>• RUNS AN EARLY STAGE ACCELERATION PROGRAM</li> <li>• MENTORS AND COACHING (AT MARKET) NETWORK</li> </ul>
KWF	<ul style="list-style-type: none"> <li>• STRATEGIC PARTNER FOR ECOSYSTEM CB DEVELOPMENT</li> <li>• FUNDING AND FINANCE EXPERTIZE (ADVISORS)</li> <li>• LINKS WITH CROSS BORDER COWORKING NETWORK</li> </ul>
LSP	<ul style="list-style-type: none"> <li>• EEsAA DEVELOPED PILOT SERVICES SHALL BE INTEGRATED IN THE Startup-HUB LAKESIDE PARK AND BECOME VISIBLE AS ALIGNED OFFERS TO StartupS AND TALENTS.</li> <li>• WITHIN ITS "EDUCATIONAL LAB" LAKESIDE PARK HOSTS ENTREPRENEURSHIP EDUCATION FOR YOUNG TALENTS.</li> <li>• STARTUP SUPPORT SERVICES AND INFRASTRUCTURE ARE OFFERED IN COOPERATION WITH THE INCUBATOR BUILD!.</li> </ul>

**INSIDE:**  
the IT-AT Program area



**OUTSIDE:**  
the IT-AT Program area





## OUTSIDE:

Startup Austria Ecosystem  
(Vienna); Baltic Startup Hub  
(Tallin; Helsinki)

Advanced support programs for startups necessarily imply collaborations, exchanges and connections with other EU and international entrepreneurial ecosystems. EEsAA Startup Support Program development will leverage also on relations activated during the 2 Study Visits to successful startup ecosystems in Europe namely : Vienna & Linz startup Hub as well as the Baltic startup ecosystem.

# CONCLUSIONS

PILOT ACTIONS IMPLEMENTATIONS AND RESULTS RELATED TO THE EEsAA SERVICE SUPPORT PROGRAM PILOT WILL BE AVAILABLE AT THE FOLLOWING LINKS:



[www.ees-aa.eu/it](http://www.ees-aa.eu/it)



[www.facebook.com/EEsAAitaaus](https://www.facebook.com/EEsAAitaaus)

- CROSS BORDER SERVICE DELIVERY FOR STARTUPS FACILITATES **INTERNATIONALIZATION AND COMPETITIVENESS** OF COMPANIES;
- **GOTO MARKET** SUPPORT + **STRATEGIC NETWORKING** AS KEY ASPECTS FOR GROWING STARTUPS
  - JOINT CB SERVICE SUPPORT OFFER BRIDGES TWO BIG KNOWLEDGE & MARKET AREAS: IT+AT = **ATTRACT TALENTS AND CAPITALS FROM ABROAD** (in particular SEE)
  - **SPACES ATTRACTIVE** NOT ONLY FOR COMPANIES BUT ALSO FOR PEOPLE!
  - **PEER LEARNING AND DESIGN THINKING** STARTUP DRIVEN SUPPORT PROGRAM
- PILOT ACTIONS RESULTS AIMED AT CREATING A **LONG TERM PLATFORM** FOR CROSS BORDER SERVICE DELIVERY MODEL



# REFERENCES LIST AND LINKS

- **Alpe Adria Startup ecosystem website** [www.Startupalpeadria.eu](http://www.Startupalpeadria.eu) (under development)
- **Carinthia - profile Regional-** Innovation Monitor <https://ec.europa.eu/growth/tools-databases/regional-innovation-monitor/base-profile/carinthia>
- **Cross landing Services for Startups and Scale-ups in the Alpe Adria Region, TransUP,** DESIGN OPTIONS PAPER, 2017 -Cross landing offer with high impact (Including Need Assessment– Interviews, relevant initiatives and stakeholders input) <https://friulinnovazione.it/it/consulenza-e-supporto/startup/incubatore-i-numeri/transup-supporting-transnational-start-ecosystems/>
- **Cross-border startup acceleration in Europe:** [http://startupeuropeclub.eu/startup\\_europe\\_impact/](http://startupeuropeclub.eu/startup_europe_impact/)
- Entrepreneurship, Innovation and Venture Capital in the Mediterranean (2013), Accelmed Report, Investment Fora, Acceleration Programme, **Cross-landing Services**
- **Friuli Venezia –Giulia profile Regional-** Innovation- Monitor; <https://ec.europa.eu/growth/tools-databases/regional-innovation-monitor/base-profile/friuli-venezia-giulia>
- **FVG startup ERDF 2014-2020 Support for startups,** <http://www.regione.fvg.it/rafv/cms/RAFVG/formazione-lavoro/lavoro/FOGLIA76/>
- **Italian legislation on innovative startups** , Italian Ministry of Economic Development , DG for Industrial Policy, Competitiveness and SMEs (download : <http://www.sviluppoeconomico.gov.it/index.php/en/202-news-english/2033818-italy-a-smart-choice-for-innovative-startups> )
- **Local/national Startup communities/networks:** <http://www.Startup.si/en-us> ; <http://www.austrianStartups.com/ecosystem/>; <http://www.italiaStartup.it/wp-content/themes/italiaStartup/files/>

ItaliaStartup\_Report\_WhoIsWho; <http://Startupcroatia.com/> ; <http://cee-Startups.com/>

- **Scale-up Manifesto** <http://scaleupeuropemmanifesto.eu/>
- **See Report Data-Driven Report** On Startup Ecosystem In Southeast Europe, <https://abc-accelerator.com/see-report-2017/>
- **Spin-off processes of Startups in the Alps Adriatic Area** (January 2015), Study conducted in the framework of the project Smart Energy, Interreg IV Italy-Austria.
- **SPS CARINZIA** <http://s3platform.jrc.ec.europa.eu/regions/at21>
- **SPS FRIULI VENEZIA GIULIA** <https://ec.europa.eu/growth/tools-databases/regional-innovation-monitor/policy-document/smart-specialisation-strategy-friuli-venezia-giulia>
- **SPS VENETO** <http://www.regione.veneto.it/web/attivita-produttive/Smart-Specialisation-Strategy>
- **Startup Europe Club:** <http://startupeuropeclub.eu/about-us/>
- **Startup Exchange Program:** Startup Alliance - <http://www.startalliance.net/>
- **Startup Nation:** Studying Transnational Entrepreneurial Practices in Israel's Startup Ecosystem, Fraiberg, S., 2017, Journal of Business and Technical Communication
- **Support package for SME internationalization;** Soft landing for your business in Estonia, Latvia, Finland and Sweden , Central Baltic Programme Interreg IV A, 2007-2013; Downloadable: [http://projects.centralbaltic.eu/images/files/result\\_pdf/SMEDGE\\_result\\_1.pdf](http://projects.centralbaltic.eu/images/files/result_pdf/SMEDGE_result_1.pdf)
- **The experience of first joined events dedicated to Startups in the region,** such as MashUP <https://www.facebook.com/events/126594208051583/> , <http://Startuplivealpeadria.com/> and Podim <http://www.podim.org/>, <http://www.Startupfvg.it/en/>
- The outcomes of bilateral Interreg IV projects like Inco-Net [www.inco-net.eu](http://www.inco-net.eu) (Italy –Austria) and **INNO CBC** Innovation ecosystem for cross border cooperation (Austria-Slovenia);
- **Triple E! Lab** - Enhance the Entrepreneurial Eco-System! [http://www.triple-e.at/TripleE\\_LAB\\_Minutes\\_20150504\\_en\\_de.pdf](http://www.triple-e.at/TripleE_LAB_Minutes_20150504_en_de.pdf)
- **Veneto – profile Regional –Innovation- Monitor** <https://ec.europa.eu/growth/tools-databases/regional-innovation-monitor/base-profile/veneto>



[www.ees-aa.eu/it](http://www.ees-aa.eu/it)

**Interreg**  
**Italia-Österreich**

European Regional Development Fund



EUROPEAN UNION



**Entrepreneurial  
Ecosystem**  
**Alpe Adria**