

Study Visit

Austria

REPORT

2nd Study Visit

Tallinn – Helsinki 07th – 11th May 2018

Program:

<p>07th May 2018 ca 4:30</p> <p>07:15 14:05 15:00 ca 15:45</p> <p>19:30</p>	<ul style="list-style-type: none"> - Departure from Klagenfurt, Lakeside Technology Park GmbH, Lakeside B11, 9020 Klagenfurt - Traveling to Ljubljana by bus - Flight via Warsaw to Tallinn - Arrival Tallinn airport - Travelling to the hotel check in: Park Inn by Radisson Meriton Conference & Spa Hotel Tallinn Toompuiestee 27 / Paldiski mnt 4, 10149 Tallinn, Tel: +372 62 88 100 - Dinner: chosen directly in Tallinn
<p>08th May 2018</p> <p>09:30 – 10:30</p> <p>12:00 – 13:00</p> <p>14:30 – 16:00</p>	<ul style="list-style-type: none"> - Meeting Lift99, Tellivsiiki 60a, B-building, 10412 Tallinn, Estland, Tel: +372 51 74 093 - Lunch: Kivi Paber Käärid, Tellivsiiki 60A C4, Tallinn, Tel: +372 600 3626 - Start up Estonia, Kredex office, Hobujaama 4, 3rd floor, 10151 Tallinn
<p>09th May 2018</p> <p>08:30</p> <p>10:00 – 12:00</p> <p>12:00 – 13:00</p> <p>13:30 – 15:00</p> <p>15:00 – 16:00</p> <p>17:00 – 19:30 ca.</p> <p>20:00</p> <p>20:30</p>	<ul style="list-style-type: none"> - check out of the hotel - Tallinn Science Park Tehnopol, Teaduspargi 6/1, Tallinn 12618, Tel: +372 5341 3794 (mobile phone number of Mr. Kadri Tammai), Meeting with Mr. Martin Goroško, - Lunch at Restoran Mets, Mäealuse 2, 12618 Tallinn, Tel: +372 673 1722 - Mektory/Tallin University of Technology, Raja 15, 12618 Tallinn, Tel: +372 5285155 (Katre Purga, Startup Hub Manager) - leaving to the harbour Tallinn – Helsinki by ferry - check in: Glo Hotels, Kluuvikatu 4, 00100 Helsinki, Tel: +358 9 5840 9445 - Dinner at The Tray, Kluuvikatu 4, 00100 Helsinki, Tel: +358 9 5840 9445

10th May 2018 09:00 – 09:30 09:00 – 17:00	<ul style="list-style-type: none"> - Metro Helsinki – Espoo
17:30 – 18:00 19:30	<ul style="list-style-type: none"> - Guided Tour Espoo Innovation Garden, Innopoli, Tekiikantie 14, 02150 Espoo, Tel: +358 45 219 34 56 (Ari Huczowski) - Metro Espoo – Helsinki - Dinner will be chosen directly in Helsinki
11th May 2018 08:30 09:00 – ca. 11:00 11:30 – 12:30 12:30 – 13:30 Ca. 15:00 17:15 21:50	<ul style="list-style-type: none"> - check out - HundrED, Merikatu 9, Helsinki - Meeting NewCo Helsinki, Ensi linja 1, 00530 Helsinki, Tel: +385406430536 (Henrik Keinonen) - Lunch at Sandro Kallio, Kolmas Linja 17, 00530 Helsinki, Tel: +358 9 6128 - 5151 leaving to airport Helsinki - flight Helsinki – Ljubljana - arrival Ljubljana airport

1. Introduction

The study visit was organised by KWF as leading partner for WP 3. For organisational issues EB projektmanagement GmbH was subcontracted. They were responsible for organising the program, the travel including hotels, meals as well as transport facilities.

All partners participated to this study visit: Friuli Innovazione (2 representatives), t2i (2 representatives), Lakeside Science & Technology Park (2 representatives), build! (1 representative), KWF (2 representative) as well as EB projektmanagement (1 representative).

For preparing this report, we collected two key questions from each project partner:

What were the most inspiring learnings/experiences/information?

What are the tools/methods/strategies you can transfer into your organization?

1. Lift99



LIFT99 was founded in 2016, but the story began much earlier when Estonia's first start-up workspace Garage48 HUB was co-founded by Ragnar Sass. HUB closing down in 2016 sparked new ideas of creating an international network of A+ founders who benefit from building meaningful connections. That's how LIFT99 was born.

From founders to founders. The community is handcrafted from day one. Lift99 is passionate, curious, driven, kind, playful and they have value meaningful connections that transform people and opportunities. People are engaged that inspire and support each other and synergies should be created.

What were the most inspiring learnings/experiences/information?

- Lift99 is a private co-growing space by mature start-up located in creative district. They established a community based on skill-sharing, co-growing.
- It was crowded by an international mentoring network of founders. Their experience and network (access to investors etc.) is one of the key success factors.
- Co-working model based on community members interaction defined as “co-growing community”, the co-working space is equipped really fancy.
- One of the drivers to establish the eco-system was Skype. It is one of the first Estonian success stories. Many new start-ups come from ex-employees or even funded by Skype (Skype constellation effect).
- International focus: regularly promotes initiatives for attracting tech-talents from Ucraina – Kiev and Byelorussia, the tech talents potential there is huge.
- The strategy of supporting founders to founders by organising events work well (to pay a small commitment fee, works better!)
- Promotes “out of the box” business model development approach

What are the tools/methods/strategies you can transfer into your organization?

- The event program set up: addressed mainly to community members but also involving external audience.
- Very community-based organisation founded by a start-up CEO. 80% of the events are open for the public, 20% with small fee for commitment.
- Successful mature startups which invest into the future of new start-ups are a big chance and more flexible and successful than public support measures.
- Everything happens in English, very international because market is too small.
- The approach developed is based on enhancing community interactions aimed at leveraging on competences and experiences available within the co-working space.
- “Time banking Platform” system promotes mutual exchange and support among co-working tenants
- Selection approach: takes into consideration the availability of start-ups staff to interact with others and sharing knowledge

2. Start-up Estonia

Start-up Estonia is a governmental initiative aimed to supercharge the Estonian start-up ecosystem in order to be the birthplace of many more start-up success stories to come. For that, start-up Estonia is working on making Estonia as one of the world best places for start-ups, partnering with and uniting the best of start-ups, incubators, accelerators, private and public sector into one big successful Estonian “Mafia” family, a term that has become a recognised brand for the local startup community.

Start-up Estonia divides its activities into 4 categories:

- Strengthening the Estonian start-up ecosystem – uniting and building the community through different events and activities, creating and executing unified marketing and branding strategies;
- Carrying out training programs for start-ups in areas they currently lack certain knowledge of that keeps them from achieving their (international) business goals;
- Working on educating the local investors to help them invest more and smarter, help attract foreign investors to Estonia and kick-start new accelerator funds in order to bring more smart money into the local ecosystem;
- Working on eliminating regulative issues and barriers that are complicating the process of operating a start-up, investing or raising funding in Estonia, and implementing start-up friendly regulations such as the Start-up Visa.

To get a good overview of what our team is working on at a given period of time, here's a helpful graph showing the current activity focus areas for Start-up Estonia's team members. To learn more about any of these activities, please do contact the person responsible.



What were the most inspiring learnings/experiences/information?

- Structure: governmental umbrella organisation
- Financed: mainly funded by national and ERDF money
- Objective: efficient governmental initiative aimed to boost the local start-up ecosystem given the limited dimension of the country/ecosystem
- Function: support organization dealing with start-ups, steers the ecosystem (70 organisations) through small funding opportunities. Establishing a strong ecosystem focused both on educating local investors and attracting money and on training startups.

Public private fund managing, government put merely 50% and private validated it. Acting as a lobby organisation from start-up community to government. Visa scheme permits for

one year are easily, are evaluated as investors do (scalable product, team ...). Do roadshows in India, Turkey, Ukraine and other countries in order to go broad to grow. Hope that foreigners enrich to start-up ecosystem.

- International approach: making the best of foreign delegations for promoting the ecosystem
- Summary: most of all Start-up Estonia strucked us for the efficient measures aimed at promoting friendly regulations for start-ups and entrepreneurs (e-citizenship, digital measures aimed at facilitating enterprise start-up) thus enabling a small country to extend efficiently beyond its border

What are the tools/methods/strategies you can transfer into your organisation?

- Strategic approach:
 - Clear positioning of whom they foster and where they have the highest impact, great governmental support
 - National ecosystems are more powerful then regional once also there is a clear concentration in the major city. Ecosystem could be developed by giving small funding's for appropriate services.
 - Successful and impactful strategy (including exit strategy) financed with 7 million Euros of the European Regional Development Fund. ERDF money is used well to setup this national ecosystem. The majority of the investment is international and that's great (BABEG venture fund acts similarly),
 - Indeed, the capacity to involve all the Estonian start-up ecosystem stakeholders including representatives of start-ups on a regular basis (regular meetings involve all stakeholders for collecting needs and best cases)
- Topics:
 - Strategy and tools (such as e-citizenship; start-up visa) designed and successfully applied to eliminate regulative issues and barriers that are complicating the process of operating a start-up, investing or raising funding in the country
- Marketing
 - Well-organized and updated web show case of Estonian start-ups
<http://startupestonia.ee/startups>
 - Cross-border strategy:
 - Successful approach to be adopted also for AA cross border start-up ecosystem so as to extend beyond its borders. Do roadshows in neighbouring countries (start-net), workshops (train ride in a closed cabin). Understand that in an international marketing perspective being small is great: life quality, walking instead of commuting nature
 - As a cross border ecosystem, we should connect better with other stakeholders and jointly represent the start-up ecosystem towards international potential partners.

3. Tallinn Science Park Tehnopol

The Tallinn Science Park foundation is a science and business campus which aims to advance technology-based entrepreneurship in Estonia, brings scientists and entrepreneurs together and



provide suitable conditions and a suitable environment for the realisation of breakthrough business ideas. Many projects that have gone on to become sources of wider prosperity and economic growth have been launched in science parks around the world. As early as 1991 there were attempts to start a business district adhering to the principles of a science park close to Tallinn University of Technology (TUT), but the plan took off only in 2003, when the Republic of Estonia, TUT and the City of Tallinn founded the Tallinn Technology Park development foundation, known today as Tallinn Science Park Tehnopol. Today, there are nearly 200 companies (from start-ups to Skype) operating on the Tehnopol campus, which is situated close to TUT and the Estonian IT College. The physical environment of Tehnopol, our Startup Incubator specifically designed for new companies and business development services targeted at growth companies all create good conditions for the development of high value-added business. The Science Park also has some striking success stories to show – businesses that have started out here (e.g. Skype, Defendec, Toggl and FlyDog) have become strong companies. Tehnopol supports the adoption of promising new technologies and accelerates the growth of technology-based companies. Tehnopol's services are primarily targeted at tech companies. Through our numerous cooperation networks and supported by our competent business experts and convenient working environment, we help fulfil ambitious potential. We provide our clients with suitable rental spaces, business development services, opportunities for close cooperation with universities and international networks and the support of experts.

What were the most inspiring learnings/experiences/information?

This is a Science & Technology Park with an own Start-up Accelerator (funded by real estate income) - they get no financial aid, high investments into the tenants (innovation coaching via Tehnopol) are guaranteed.

The story behind: e-Estonia is the main story. Tech Park develops buildings by real estate developers (sells building permits, holds percentage). They offer business service packages to companies. Established business pipeline from prototyping fund to business incubator to support services. Start-ups are difficult real estate clients but help the culture and can become future park clients. Start-ups are supported until they reach specific amount of funding or revenues (not a fixed time period).

They can establish a company online in 20 min, don't pay tax until you take out dividends - equity free.

- Mentors are paid (long-term otherwise their commitments fades away), pitch ideas should be implemented very quickly, then the validation follows..

- Agenda setting for entrepreneurship: people need to be innovative because of existing structure and jobmarket. Therefore entrepreneurship is also taught in school, own courses at university level are offered. The message is spread: have to setup your own company.
- Role model: big companies are as role models as well as an initiator and investor: the successful exit of the first start-up exit (SKYPE) had a strong positive impact on promoting tech start-ups (Skype premises in the tech park inspire another potential start-up growth). Skype lets staff spinoff, if does not work out can come back, changes mentality a lot!
- Funding: the Prototron Fund – inspiring financing tool supporting the development of a working prototype or beta service for startup projects.
- Topics: they focus activities on three main areas (Information and Communication Technologies, Green Technologies, Health Technologies) thus concentrating the efforts on trying to remain an excellence on Technology field (and not in everything).
- Matching Based on the interest of the companies, they organize meetings with possible clients and partners. At this purpose, the number of their yearly events is surprising.
- Facilities: real estate sector is always on the main agenda. An extensive renovation turned Tehnopol into a perfect base and meeting place for innovative companies, scientists and students.
- Results: excellent results for such a small country: currently 500 tech-based start-ups, 200 created annually, goal 1000! One key success factor is the real good cluster management as well as excellent ability to exploit the lean bureaucracy for the management of practices in the creation of new business realities.

What are the tools/methods/strategies you can transfer into your organisation?

- We should incorporate low entry barriers, easy application paths (via homepage, short).
- We should develop and visualize a support service pipeline from pre-seed to growth phase.
- We should ease up pre-seed process, spread and live entrepreneurial mindset, work with bigger companies like Skype and research institutes.
- We should transfer the strategy in involving local investors and attracting foreign capitals to finance.
- We should connect more often start-ups and mature companies, as well as potential investors, on informal events.
- We have to organize that the knowledge of big firms find the way into start-ups and into their activity and create points of reference from which to obtain "induced" in terms of services, production, quality and "image" (as for the "Skype" example).
- We should also consider to use parts of the available spaces to be sell/rent to established companies and other service companies, as well as enhance the value of working close to university, training and consultancy services, start-ups.

- We should implement a stronger strategy of involvement and support of local cluster, in order to start a durable cooperation. This will open many possibilities of effective networking among established companies and newcomers.

4. Mektory

Mektory as a department of the University of Tallinn is a prototyping centre. It supports different stakeholders of the entrepreneurial eco-system:



- **Companies:** They unite scientists and students with entrepreneurs in order to generate new ideas and to solve practical problems in product development.
- **Students and Faculty:** They help faculties and scientist with funding for their research and promote business know-how.
- **Young entrepreneurs:** They support student start-up companies during their pre-incubation period by holding workshops and competitions.
- **Children:** They address the upcoming

generation and show engineering as exciting,
feasible and down to earth

What are the tools/methods/strategies you can transfer into your organisation?

Mektory is one of the most inspiring example aimed at bringing together scientists, students and entrepreneurs, to solve practical product development problems and generate new intelligent ideas (technology transfer). Some reasons for this:

- The richness of entrepreneurship educational programs addressed to pupils and students (from primary to academic schools) teachers. Start-up events for kids (12-18 years old), Start-up program with all universities, student and school courses, event area and for recreational purposes (too many times, indeed, we keep distance between what is conceived for social purposes and what is for professional purposes).
- The combination of University tech transfer with student acquisition works well but needs staff (30 people and trainers are additional externals).
- Inspiring the involvement of international embassies in the management of educational offer, including labs tools. Embassies have their own rooms sponsored and furnished there, corporate partners have rooms (Ericcson, Samsung, Lego).
- Tech transfer projects are sponsored projects for professors where students work for free. Fablab for students which needs more advertisement but works already well.
- Successful example of promotion of technology education in collaboration with companies (practical studies)

- Inspiring way of promoting internationalization by bringing together different cultures, working habits, ideas and interesting solutions – creative approach both for facilities and innovative “hand on”, learning by doing approaches

There are 50.000 visitors per year.

What are the tools/methods/strategies you can transfer into your organisation?

- The choice of setting up an organization entirely dedicated to promote entrepreneurship—such a unique institution it missing in our ecosystem: A networking environment where businesses, students, professors, schoolchildren and investors from all over the world meet to generate new ideas and innovation together as one team.
- The strategy addressed to involve on a practical level the startup ecosystem with an innovative service support offer based on the technology transfer, entrepreneurial education and networking resources.
- Customized spaces/rooms could be an interesting tactic to involve more companies also in the promotion of technology /entrepreneurship at all ages.
- Academic institutions and higher schools have to see the additional training of kids as student acquisition and gain more interest. Also companies could be more interested in employer branding.
- It seems strategic to create occasion for children to know the basics of entrepreneurship at a very early stage, and on a permanent offer. We should think of a light version of a “young school of entrepreneurs”.
- Development of non-school formats like summer courses seem very promising.
- Inspiration for bringing in either Samsung learning facilities to educational lab, or setup robotics lab with students. Longterm goal For Educational lab: to set up education rooms and rent them for companies.
- The idea to rent spaces for recreational purposes. This will help generate interest around the incubator structure and services available for the (professional and social) community.

5. Espoo Innovation Garden

Espoo is a garden of innovation and adventurous experiences. This refers to innovative, common ways of working and a culture of collaboration and co-creation; it's a communal way of thinking and doing things.

The heart of Espoo Innovation Garden is at the Keilaniemi-Otaniemi-Tapiola area, the biggest innovation hub in the Northern Europe. It is home for e.g. Aalto University, VTT Technical Research Centre of Finland, headquarters of companies like Kone, Fortum, Neste Oil and Rovio

and the hottest Startup Sauna on the planet. A total of 5.000 researchers, 25 research and development organisations and a number of Finnish listed companies operate in the area. People of 100 different nationalities working in the area make it a community of strong international character.

The active centre of science and business is enriched by abundant offering of arts and cultural events. Science and technology, business, nature, arts and sports all make the Garden flourish.

Espoo's success in the European Commission's 2014 call for the European Capital of Innovation inspired our gardeners to continue cultivating the Espoo soil to make it even more of a fertile ground for growth and innovation. Espoo managed to get onto the shortlist of six prominent cities from among 58 applicant cities.

What were the most inspiring learnings/experiences/information?



The heart of Espoo innovation garden is the strong university with a big interest in company cooperation, well backed from the government is a key success factor and can even grow a whole city. University has its own real estate company.

One of the most important public investments where the decision to move the University to this location as well as constructing the metro from City Center of Helsinki to Espoo. City government is strongly committed and supports, also mainly in external marketing. The huge involvement of private stakeholder investments (beside public ones) is also something extremely interesting, but it seems far away from the goals we can

reach in our region.

The garden with its buildings is a great architectural reality created by a world-famous architect, who brings the value of his past to inspiration for the current uses; a place that enhances the genius and that transports innovation, inspiration, creativity, imagination, order and effectiveness into the organization of spaces and that physically represents the idea of "network" that take life in the whole area.

Concerning the strategic master plan, the most astonishing fact is the shared strategy to bring together, physically and mentally, the various partners operating in the area on science and business, and to inspire their collaboration and sense of community. Crucial fact is the involvement of social community in all this plan, as the high quality of life shall involve all the aspects of the city and can help growing also the business attractiveness.

Further indicator getting an inspiring location are big companies and their spinoffs: Nokia and 600 companies spun out, gave some money to them, with open innovation models.

As well as lots of innovative people are working at the campus. There is a nice metaphor: big tree falling down, starts to rotten and give energy to multiple organisms and animals!

Also the wide range of supporting services makes Espoo Innovation Garden to a top location:

- Start-up Sauna: The number of mentors (entrepreneurs, angel investors, etc.) working pro bono, and the systematic approach to this kind of tutoring. This can possibly imply a great networking and business value generated by this kind of activities for all the actors involved and a great commitment to benefit the community.
- Co-working spaces and laboratories: they are open to everyone, no needs of being signed in. More than 100 events per year, hosting founder talks, pitching competitions, hackathons are a huge number are organised. This could be the key point for building a sustainable and effective network for ideas to grow.

In summary it is an impressive example of campus development going back in the 60s' and coherently developed up to current days under a unique Alvar Aalto inspired architectural model. It is a best case of innovation hub set up and developed by joining R&I&D areas (Economics & Business; Architectures, Design Arts, Science -technology,) with social well-being, family friendly, nature, and sports facilities. An inspiring approach is attracting talents and capitals from abroad and connected to biggest markets in Europe and beyond. But it is also an impressive the public – private investment bundling resources to the development of the hub;

What are the tools/methods/strategies you can transfer into your organisation?

- High Level strategy on how to create a huge area for Uni / Corporates/ Startups – skilled renting of real estate
- Bottom-up strategy meets top-down strategy: It would be great if bottom-up initiatives grow and succeed here like they do there (give students a space and they create a Startup Sauna). But also, investments from public as well private sector and a bigger vision is fundamental. We should think about the potential of the Alps Adriatic region in terms of life quality and innovation potential connected with its identity (find out a common/shared identity).
- The choice of setting up an organization entirely dedicated to promote entrepreneurship—such a unique institution it missing in our ecosystem: a networking environment where businesses, students, professors, schoolchildren and investors from all over the world meet to generate new ideas and innovation together as one team.
- Customized spaces/rooms could be an interesting tactic to involve more companies also in the promotion of technology /entrepreneurship at all ages;
- The strategy addressed to involve on a practical level the startup ecosystem with an innovative service support offer based on the technology transfer, entrepreneurial education and networking resources.
- We think that we have to increase the number of events dedicated to the matching of start uppers and entrepreneurs/big companies. If these events will become scheduled on a regular basis, it is more likely that a favorable ecosystem for private project financing will be established.
- We must increase the number of common spaces to create informal moment of “networking” for entrepreneurs, start uppers and all the stakeholder of the business incubator.

6. HundrED

HundrED is a non-profit organization that discovers inspiring innovations in K12 education. HundrED’s goal is to help improve education and inspire a grassroots movement through encouraging pedagogically sound, ambitious innovations to spread across the world. They aim to be the world’s leading experts in K12 educational innovations by 2020.

In 2016, HundrED founds 100 great innovations from Finland. In 2017, they selected, after rigorous research, 100 innovations from all around the globe. Each year they continue to find and research innovations in education and select their 100 Inspiring Innovations of that year annually in November. All of their insights and selected innovations are documented, packaged and shared with the world for free.

What were the most inspiring learnings/experiences/information?

- HundrED is a best example of not-for-profit organization that inspiring innovations in K12 education. Aiming to help improve education and inspire a grassroots movement through encouraging pedagogically sound, ambitious innovations to spread across the world.
- They started with an K12 innovation program for the education system targeted for kids from kindergarden up to 12 years. Later they turned out to be HundrED = 100 best cases of educational training for 4-12 year old kids regarding innovation, 148.000 educators use it, in over 42 countries.
- An advisory board selects the best initiatives. At the moment there are 148.000 users registered.
- The selection criteria are: innovativeness, impact, scalability/transferability, continuous development.
- The innovative education approaches based among others on COLLABORATIVE LEARNING, CREATIVITY, DRAMA, EMPATHY, INQUIRY BASED LEARNING, INTERDISCIPLINARY, ROLE PLAY, TEACHER DEVELOPMENT
- An exclusive event in Finland, is organized also by HundrED
- The event format called Spotlight was developed to feature best practice in one region
- HundrED is a great example how to start as an NGO and transform it into a profit organization.

What are the tools/methods/strategies you can transfer into your organisation?

- The great database for practitioners in education & teaching
- Sign-up all modules of the Educational Lab and find ways to disseminate innovative development in STP. Think about using the spotlight program for the region.
- Contacts and educational methods/tools/platform as reference for possible future projects/initiatives.
- Possible collaborations for implementing the format developed by HundrED on spreading inspiring innovations in K12

7. NewCo Helsinki

NewCo Helsinki began its operation in 1992, the marketing name NewCo was introduced in 2014. NewCo helps people in the Helsinki area in becoming entrepreneurs. The activities seek to support the goals of The Division of Economic Development of the City of Helsinki. The operational model is based on co-operation with the private sector. The mission of NewCo Helsinki is to increase the number of businesses in the Helsinki area by offering services that helps entrepreneurs both in the beginning of their journey and when they are seeking growth for their business.

Over 20,000 businesses have been established with the help of your services since 1992. Over 1,000 businesses were established with the help of our services last year. Over 80% of the businesses that were set up with the help of our services are working five years later Over 200 events take place in our facilities every year.

What were the most inspiring learnings/experiences/information?

- The services for founders and start-ups are free of charge, financed by the City of Helsinki. There are two services: office spaces as well as consulting services.
- NewCo is one of the worldwide best case of governmental based initiative aimed at increasing the number of businesses in the Helsinki area in collaboration with private organizations

What are the tools/methods/strategies you can transfer into your organisation?

- NewCo does not design projects for a long run, they support different kind of entrepreneurs, not only start-ups. But the business model of NewCo is really interesting: NewCo promotes the start-up of innovation platforms originated from the City initiatives while the follow up is usually taken over by private entities (public private model example).