



ICT ENTREPRENEUR

“A European University-Business Alliance aiming to foster the entrepreneurial spirit of ICT students”

LIFELONG LEARNING PROGRAMME

Erasmus+ Higher Education - Strategic Partnerships

Key Action 2

Cooperation for Innovation and the exchange of good practices

June 2015

OUTPUT 9: EVALUATION REPORT WITH SURVEY FUNDINGS – SPAIN



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1. INTRODUCTION

To run a business requires knowledge. And mainly in two specific areas. One is in what the business produces, in its services or goods, and another is in the general management of business. So traditionally there have been two kind of entrepreneurs depending on the area where they are specialized. But both areas of knowledge are needed.

Nowadays, in the digital era, the most important industries are, obviously, those related to the digital activity. They are the businesses that are changing the world. And for this kind of businesses ICT knowledge is the most important. Information and Communication Technology is needed nowadays by every business and everything related to this must be designed and produced by professionals of ICT.

But the market for this kind of new professionals is a new market. To find an employment in one big company is quite difficult because things are changing very quickly. The big companies of the digital era use their brands to guarantee that their products are going to be good, but most of the times their products are not made by themselves, in one way or another. They have many options for outsourcing, and they use them. They choose their final product or their components, whether if we talk about hardware or about software. It doesn't matter.

And because the ICT profession is mainly a creative one, what these professionals have to do is to focus on inventing and creating. That is the real value of their job. But in the market they have a lot of competitors who have accepted the outsourcing as a good way of working. And that means that ICT professionals must be good in using and creating their technology, but also good in managing outsourcing. And this requires business knowledge, because outsourcing means that what was an employer time ago is nowadays a client.

This situation is a challenge, not only for ICT professionals who have to become businessman, but for marketing and business experts, who have to design the best way of managing this new businesses in a new market.



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2. PROJECT CONTEXT / INTRODUCTION TO THE PROJECT

There have always been “accelerators” for entrepreneurs, even when entrepreneurship in the University context was only for those who really liked the business world. But the way the Economy has changed the “accelerator question” must be studied and redefined. Accelerators are places where the University knowledge joins the business experience for helping together new entrepreneurs. But were all the accelerators helping entrepreneurs the same way? Is this kind of help shared with other accelerators the same way universities do?

Apart from what universities do together or not, other questions appear: do all business need the same kind of help, not depending on their activity? Is a mobile phone sold the same way a kilogram of apples is? The most important question and the reason why of this survey. What if we analyze what accelerators are doing in Europe looking for the best kind of help for entrepreneurs?

It is also important to analyze what accelerators are doing for the main industry nowadays: Information and Communication. This one becomes paradigmatic, because it is in the blood of any other industry. Every industry and business needs information and needs to communicate. So, let's, first of all, start analyzing this new industry. Probably what we get will help us in designing something for other industries.

The ICT market shows a situation that can be taken to other markets. The atomization of an industry is something brought by the digital revolution. Working online, to own big buildings in important cities and thousands of employees are not advantages. On Internet professionals and businesses must show that they and their products are good and this can be done from wherever with only a small quantity of money. It is a question of attitude more than properties.

There are tasks that can be managed easily by a professional just being connected to Internet. Financial and Marketing questions or even to export are things that were traditionally very complicated and nowadays are not.

Because of all the mentioned changes at the market and the importance of the ICT professionals in promoting new activities it is a good moment to analyze what is being offered to them by universities and accelerators. The idea is to find out the best practices and to sign the way to success in ICT Entrepreneurship.



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3. NATIONAL INITIATIVES / PROJECTS / NEWS

There are many initiatives developed in Spain related to accelerators and Entrepreneurs. We could even say that every university is interested in managing one entrepreneurial centre and so do every business association, every technological or international company and even many editorials. But it is difficult to find a common method to help entrepreneurs in developing their business. Each entity has its own system to do it. A normal situation, we think, when the need of entrepreneurs has appeared so suddenly. What existed before for entrepreneurship was the same as for every business activity: university degrees in law, business and economics. And it has always depended on every businessman personal experience the way to develop business.

Nevertheless, we could find a few common aspects in every delivered course for ICT entrepreneur. Most of them are based on:

- Face to face learning system, but with important online material for the entrepreneur to use by his/her own.
- Teachers profile mainly entrepreneurial, most of them successful entrepreneurs
- The learning system is based on mentoring, with lessons and material complementing the meeting with the mentor
- The financial system, unless it is a master course, is more focused on helping good projects instead of charging everyone able to pay for it, this way, when it has to be paid, it is by sponsors
- The course is accredited by the institution that delivers it, but the main accreditation is the entrepreneurs' success; the course without that experience is not relevant

Every other initiative, like blogs or magazines are also focused on the experience of entrepreneurs, but in this case, more international and less local. The testimonies, because of this are more attractive and can be even used at the classes of these accelerators.

So we could summarize telling that everything about entrepreneurship depends on personal testimonies from successful entrepreneurs all along the world. Those international and about well-known industries (like computing, furniture, fast food, etc.) appear at the main social media and are quite accessible. If we go from global to local or more specific industries, maybe is a bit more difficult to get the entrepreneurs' experience. At the end, the course for entrepreneurship is run by more or less local entrepreneurs many times using this international and more representative experiences.



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4. LOCAL VISITS: STRENGTHS AND WEAKNESSES, BEST PRACTICES, EXISTING GAPS

	<i>CEEI Alcoy</i>	<i>YUZZ Alicante</i>
Equity	Private and public investors	UCEIF
Type	EC-BIC	Foundation
Offerings – Activities	<ul style="list-style-type: none"> - Think-tank of entrepreneurial ideas - Entrepreneurial skills test - Business activities guides - Entrepreneurial surveys - Entrepreneurial experiences bank - Business advice - Finance search - Business accelerator - Co-working 	<ul style="list-style-type: none"> - Training - Mentoring - Business Development Support

	<i>FUNDACIÓN QUORUM</i>	<i>FLORIDA UNIVERSITARIA</i>
Equity	Private and public investors	University
Type	Foundation	
Offerings – Activities	<ul style="list-style-type: none"> - Business Development Strategy - Finance Support - I+d+i Support 	<ul style="list-style-type: none"> - Contact with business realities - Use of innovative methodologies - Business Project and simulation - Stock market investment - Creation of junior companies - Centre for entrepreneurs



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	<i>BUSINESS BOOSTER</i>	<i>ESCUELA DE ORGANIZACIÓN INDUSTRIAL</i>
Equity	Private investors	Fundación EOI
Type	S. L.	Foundation
Offerings – Activities	<ul style="list-style-type: none"> - Accelerator - Mentoring - Sponsors - Investor’s day - Post acceleration - Feed back 	<ul style="list-style-type: none"> - Training - Strategic support

There are many different options when looking for help in creating a business, even just talking about the national context. Because of that, to come to useful conclusions, we have chosen a few representative institutions that are offering help for entrepreneurs. But every institution represents different groups of people interested in helping these entrepreneurs and their offer is different in every case.

First of all, we have the universities and close institutions that are mainly working with graduated students. Among these institutions, we have visited, two:

- FUNDACIÓN QUORUM from Universidad Miguel Hernández in Elche.

This institution has got a system of teaching entrepreneurs, which is working quite well. It consists of two different courses, one longer (8 months long, called “Marathon”) than the other (3 months, called “Sprint”). The length of both courses and their distribution is quite clear. The longer one is the recommended preparation for an entrepreneur with time for his project to mature. The shorter is for a business opportunity that can’t wait one year to start.

The courses are quite hard and although are based on their own experience, they follow two different manuals with inspiring texts for entrepreneurship: LEAN START-UP and CANVAS.

The mentor is the most important part of this course. It is a successful entrepreneur who has been in the same situation the entrepreneurs are nowadays going through and helps them in solving it.



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Another important question in the course is the collaboration among the other entrepreneurs of the foundation in order to get new ideas and experiences, directed by the mentor but not only with him or her. The institution this way enable the entrepreneurs to get new ideas.

The personal treatment and an entrepreneurial attitude is what makes different FUNDACION QUORUM offer compares to others. There must be something important because the institution has got a good rate of successful projects (about 90 per cent). We would consider this as the main strength of the institution and good practices.

The lack of finance would be the main gap for the institution. As a weakness we would mention that it is still not oriented to Europe (no international contacts, no good use of other languages). This could cause an important problem if in the time of globalization the business opportunity appears in another country. Mobility is needed today more than ever. Excessive bureaucracy in Spain is another important weakness in the managers of this institution opinion.

First of all, we have the universities and close institutions that are mainly working with graduated students. Among these institutions, we have visited, two:

- LEINN and MASTER COURSE from Florida Universitaria.

Florida Universitaria promotes the development of entrepreneurial attitude among its students, something that will also enable them to integrate into the professional world. The way to do this is to promote contact with business reality during the student education. It uses innovative methodologies like business simulations and it has an initiative for entrepreneurs called Laboratorios de Innovación.

In the context of entrepreneurship, the main offer of the institution are one Master Course and a Degree.

In the context of the Master Oficial en Innovación y Desarrollo de Proyectos de Negocio for entrepreneurs, the institution has created a competition called FIT TRAINING for entrepreneurs and high school students. These students have studied the entrepreneurship subject.

On the other hand, the Grado en Liderazgo Emprendedor e Innovación (LEINN) is an official degree launch in collaboration with the University of Mondragón. It is based on the Team Academy methodology from Finland. It consists of learning while working in new projects. This way students get important values and skills more than just knowledge.

The system Florida Universitaria uses promotes the business collaboration, in an international context, learning while acting and working with real companies. Its main objective is to provoke student passion for his/her work.



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In both cases, they are traditional courses, but specially oriented to entrepreneurship. Its strength is that consists of a very complete education in entrepreneurship, very focused in real objectives, not theoretical. Their best practice is that graduate gets a real experience in entrepreneurship. The weakness maybe is the prize of the course in a non-famous university and the gap is the lack of flexibility for projects that need a short period to be lunch. The course is too focused on the entrepreneur, not in the project that can be lost if there is not much time to promote it.

- ESCUELA DE ORGANIZACIÓN INDUSTRIAL (EOI)

The Entrepreneurship Training aims to demonstrate students (Master Course, Degree, PhD, interested in entrepreneurship students) that to create their own business can be a good alternative to an employment, where they can develop their creativity and innovative potential. At the same time, the training course provides them with everything they need to turn an idea into a business. It is a program that focuses on the "ideation" phase (prototyping) and on promoting entrepreneurial "attitudes".

Their methodology consists of 4 different phases:

- 1) Entrepreneur's ecosystem
- 2) Innovation processes in entrepreneurship
- 3) Planning and technical configuration of new business
- 4) Presentation of projects

The program, funded by the European Social Fund is temporarily distributed in courses of 2, 4 or 6 weeks. It is 79 hours long distributed in 31 lecture hours, 40 hours of tutoring and 8 hours of coordination and direction.

The teachers are expert in digital activity and in the field of entrepreneurship where they have to be creative, fun and like what they do, doing it with passion".

For the school is very important to teach entrepreneurs to deal with doubts in the process of creating companies. They also offer them free spaces (eg at the headquarters of EOI Mediterranean they have 8 places available for 6 months that are already occupied) and they have Redepyme, a network of SMEs where Congress is held annually and which is an ideal network to create synergies contacts.

EOI has several entrepreneur programs that are different:

- 1. Project methodology course
- 2. Information on Master in entrepreneurship
- 3. Intrapreneur book information



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- 4. Learning to work open and online.

- 5. The Actíivate program, an initiative aimed to 'activate' people professionally

The main strength of the course is where it is focused (digital skills) and its length, because it is not too long and can help people from different professions to get these skills. This is something good in looking for a job. Focusing on one subject can be successful in teaching people about that subject. But on the other hand it is hard to consider this a good course for entrepreneurship because its intention is not to create entrepreneurs, but to provide them certain knowledge. This would be its main weakness and gap.

- YUZZ from Centro Internacional Santander Emprendimiento (CISE)

The YUZZ project was born in 2009 as a technological accelerator for great ideas. It is more than a competition, a complete service for entrepreneurs, but as a competition offers money, trips to Silicon Valley and grants.

Every participant has his/her own mentor for helping him/her in developing the business. The mentor will be with the entrepreneur all along the process of the business creation and development. There is a special for entrepreneurs where they can even work together exchanging knowledge.

The YUZZ project teaches the entrepreneurs all along their experience in this, with its staff of more than 200 professionals related to entrepreneurship. The course is between 6 and 7 months long and it consists of 8 weekly hours lessons divided in two days. The entrepreneur meets the mentor once a month and count of many other professionals and entrepreneurs to ask them about his/her needs.

YUZZ system consists mainly in providing entrepreneurs what they need and what they asked for. There is always a professional or lecturer able to explain the subject. Nevertheless there is a guide to follow among the different subjects: "Lean Startup".

There are about 15 YUZZ centers all along Spain and all of them host more or less 12-15 projects with about 20 entrepreneurs working on them. The 80 % of them are graduates and the project is open to other countries although there has not been any foreign entrepreneur in the project.

Originally the project was more focused on the business plan and nowadays is more based on other entrepreneurs' experience. And YUZZ considers successful an entrepreneurs who gets an employment where his/her experience in this has been valued.

From YUZZ project experience the most important characteristics of an entrepreneurs must be business intuition, perseverance and positive obsession about his/her project. And what they miss the most is an European tour for entrepreneur to get experience, because they consider that the money will appear at the end if the project is well developed.



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The main strength of YUZZ is its orientation to complete students training, something they get for sure with almost every entrepreneur. To enable entrepreneurs to design what they learn can be the best practice of this program. One weakness is that the people they work with are maybe too young and this can turn into a complementary subject of the University degree instead of a pure accelerator. The lack of European connections and training is what the managers miss the most in this project.

- CEEI Alcoy, member of European Business and Innovation Centre Network

CEEI Alcoy main objective is to support entrepreneurship and promote the creation and development of new companies in Comunidad Valenciana. Its mission is to help entrepreneurs when they really need it and in what they need it.

From all the projects searching for help from CEEI, only a few get it. There is a jury who decides which projects are worth helping. The number of entrepreneurs who get to the accelerator depends of the money the investor is going to provide. Another possibility is that the entrepreneur pays the fee for the accelerator without the investor's help. This way, he or she can join the accelerator.

The entrepreneur must present an application developing the idea of the project with a 1 minute video and only about five entrepreneurs are accepted with the investor's money. If some of them left the accelerator, CEEI Alcoy wouldn't add other entrepreneurs. The quality control is very exhaustive to assure that the entrepreneur is going to be successful with no aim of participants from the institution.

Although there are no requirements for previous education (degrees, etc.) most of the people are specialized in the area they are going to work at; and almost everyone comes from Spain although the project is internationally open. Foreign entrepreneurs have been developing a part of their projects for a short period of time in the institution.

The course is 9 months long and it is delivered once a year. Every week the course has a three hours common meeting where all the entrepreneurs learn about one of the subjects with the mentor. They have got online material to use it as much as they need it.

There is a mentor who controls and manages the course depending on what the entrepreneurs demand and what he/she thinks they need. This mentor is always a successful entrepreneur. He can also use manuals the institution provides. Some of them are online and can be downloaded by the entrepreneurs. This is the interactive way the course is developed, learning how to get all the knowledge they need and talking to experienced entrepreneurs about the best solution.

The course is charged in between 3.000 and 4.000 €, depending in some aspects. Maybe the entrepreneur has special needs, different from other entrepreneurs' and this must be charged separately.



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Since CEEI Alcoy foundation in the 80's, the percentage of successful entrepreneurs has always been about 80%, which demonstrates that the course has worked quite well.

What makes CEEI Alcoy offer different from others is its personal approach. They allow entrepreneurs to mature their projects in a very profitable and comfortable atmosphere. Originally the course was more focus in teaching entrepreneurs how to get grants. Nowadays what is important is to learn how to manage a business and to get investment.

In CEEI Alcoy they consider that a good entrepreneur must be creative, very hard-working and communicative.

CEEI main strength is the personal treatment and attention and the test of quality to become a member could be its best practice. As a weakness we could say that hosting such a small group of entrepreneurs reduces the options to be successful and their main lack is finance, innovation and languages.

- STARTUP ACADEMY , from Business Booster

Business Booster was created in 2010 as the first Spanish accelerator that promotes the creation of ICT business. Its main objective is to provide the startups with visibility and to help them in attracting customers and investors.

The program only accepts between 10 and 15 projects every year, selected from those registered. It takes 4 months for the chosen teams to develop their projects in this program.

The services offered by Business Booster are the following:

- Startup support: In this, the idea is not to cost money to the entrepreneurs. This is the reason why Business Booster provides local infrastructure and services necessary for the proper launch of the startup, including legal proceedings. The hosted entrepreneurs will work with other entrepreneurs, sharing experiences and efforts. Business Booster will provide them with a wide network of business angels and investment funds.
- Training for entrepreneurs: Business Team Booster provides expertise and training in different areas: online marketing, finance, strategy, etc. The sessions are weekly held with mentors.
- Business Networking: the entrepreneurs get access to a network of business angels and potential customers. It is a good opportunity to get investment for projects.
- Sinensis Seed Capital: this seed capital, is set up to ensure the traction of the best startups coming out of the acceleration phase. In a first phase 50,000 € investment and in a second subsequent phase 500,000 euros for dawning companies. In addition investors and business angels are allowed to co-invest in Sinensis Seed Capital if they want to.



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Startup Academy is the school of the Business Booster and teaches professionals of the digital industry.

It is a highly selective program. The program offers a practical and concrete vision of a digital company and its context. The students take the project from the phase of idea to validation.

The program is face to face, organized in workshops and discussing with the experts that make up the program. There is no online training. The first core module is elaborated by all the participants. And after that, three possible directions to take the project to: traction, technology and business. The course consists of 120 hours of the first part and 80 hours of the chosen specialty.

There are mentors with important experience in every needed subject. The course takes from April to October with all classes held during weekends as it is normal in an executive format.

With a price of 7.000 € the course aims to provide students technic and emotional knowledge to be successful in the digital world. It is not an accelerator. Each course has a maximum number of 20 students. Although a previous degree is not required, most of the students are graduates.

An experienced board of educators, investors, entrepreneurs and professionals of Internet sector is responsible for updating the program to make the education suit the business and the Internet industry which is changing very fast.

In 6 years the program has promoted 80 successful startups. The methodology of the course is based on quick application of the acquired knowledge in a real project. In their model, the teacher makes a brief introduction to the relevant content, helping to apply the knowledge in a real project, thus acting as a guide and mentor time.

The methodology of the course is based on quick application of the given knowledge in the product to be launched at the end of the program. Students have the opportunity to work on their project in a multidisciplinary team and to assimilate the theoretical concepts that will be developed in parallel with the help of teaching staff, consisting of investors, founders and professional startups and major international digital companies.

The strength of this project is that the board of advisors is very competent and the quality of this course is very good. The good practice is to look for the use of the knowledge in almost real situations. The main weakness of this program is that it is not an accelerator and the created companies are not real and that means that the entrepreneurs don't really check their capability to run a digital business. There is also a lack of time because of the dedication of the entrepreneurs to other tasks.



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5. EU VISITS: STRENGTHS AND WEAKNESSES, BEST PRACTICING, EXISTING GAPS

	<i>LIMERICK INSTITUTE OF TECHNOLOGY (L.I.T)</i>	<i>UNIVERSITY OF LIMERICK</i>
Equity Type	Institutes of Technology Ireland (IOTI)	University
Offerings – Activities	<ul style="list-style-type: none"> • CEIDE (Centre for Enterprise, Innovation, Design and Engagement) Research Centre • Accelerating Growth • Executive Development • Franchise Development Support • International Support • Investment Support • Business Startup Support • Student Enterprise & Innovation Engagement & Support • Community & Youth Enterprise & Innovation Engagement & Support <p>Specific packages of support:</p> <ul style="list-style-type: none"> • Matching ventures with mentors: Providing expertise advice in marketing, legal, finance. • Business Review Panels: Providing strategic support where the experience panel members can point out weaknesses. • International Market Access: As a European Enterprise Network. • Research & Development Support: Facilitating knowledge transfer & innovation. 	Course about developing students' entrepreneurial behavior and generating business opportunities.



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In the international context, the report includes two institutions, both in Ireland.

- LIMERICK INSTITUTE OF TECHNOLOGY (L.I.T)

Limerick Institute of Technology (LIT) is an institute of higher education in Limerick, a modern urban city in the Mid-West region of Ireland and is member of the Institutes of Technology in Ireland.

LIT has an alliance with a US based Irish entrepreneur Mr John Hartnett to allow startup companies to have a week experience in Silicon Valley. The Irish Technology Leadership Group is aimed to promote technology & investment connection between Ireland and Silicon Valley.

The Hartnett Enterprise Acceleration Centre is Limerick Institute of Technology's on-campus incubator for innovation and growth driven business start-ups. They also collaborate with Junior Achievement, Network for Teaching Entrepreneurship (NFTE) and Coder Dojo.

Limerick has developed 6 Enterprise/Incubator/Acceleration Centres and has supported the creation of 150 innovative businesses (2007-2014).

Around 25% out of ICT students go for the Enterprise Development Module.

Apart from other already mentioned services, the institution offers to entrepreneurs in terms of funding, two main funds which are:

- Enterprise Ladder Fund: to early-stage businesses. Funds come from private and public sector. Launched in 2012, the fund has supported 13 companies.
- The Ryan Entrepreneurship Fund: To invest in start-up businesses to help sustain them through the development stage

NEW FRONTIERS is a three-phased program, based in the Hartnett Enterprise Acceleration Centre aimed at supporting the establishment and growth of technology or knowledge intensive ventures that have the potential to internationalization and job creation. It is not an academic program.

The program was created in 2006 as LEAP and it is open to applications from different sectors. In 2012 they made a national agreement with other incubator centres in all Ireland to create New Frontiers Program. A StartUp Map was set up to show what each centre does about entrepreneurship.

New Frontiers program is structured in 3 different phases:

Phase 1: Testing your Business Idea. 10-week period (once a week). Around 25 participants. The entrepreneurs work a topic in each session and try to apply in their own Project what they have



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learned. At the end of this phase they must be able to do and develop certain activities at their business.

Phase 2: Business Planning. 6 months period. Participants apply to be chosen by a group of experts. It is aimed at innovation, job creation and business growth. They look for the entrepreneurial profile of the candidate, his/her implication with the idea and his/her ability to work in a team. Selected participants have to write a business plan during first two months of Phase 2. Participants have to fulfill specific goals. Projects are reviewed every 2 months and they have meetings with mentors every week.

Phase 3: Business Development. All participants of phase 3 come from phase 2, but not all of them pass to. This phase 3 is tailored. 100% out of participants set up a company. They can be based in the Hartnett Center up to 3 years.

The course offers training in all areas of business including financial management, market research & validation, business process, patenting, product development, sales training. They teach entrepreneurs about entrepreneurship best practice, both national and international.

The mentors in this program are experienced business advisers and practitioners. The institution promotes networking among entrepreneurs and also with business development agencies.

There is support of €15,000 from Enterprise Ireland for individuals participating in Phase 2, given to participants as the project goes further depending on his/her performance. 100 % of participants set up a business at the end of the phase 3.

The main strength of the program is that has been created by a group of incubator centres. It is supposed to be good and effective getting the best practice of every one. The best practice is that every knowledge is applied to the project when is learned. It doesn't seem to have many weaknesses because it follows a good plan and provides funds for the entrepreneur at the end of the process. The lack is maybe that this could be internationally oriented and it is not.

- UNIVERSITY OF LIMERICK (UL)

The University of Limerick (UL) is a university in the city of Limerick, Ireland. It was established in 1972 as the National Institute for Higher Education, Limerick and became a university by statute in 1989 in accordance with the University of Limerick Act 1989.

The University offers a course about developing students' entrepreneurial behavior and generating business opportunities. It is a one-year full-time Master's program that provides students the needed knowledge and practical understanding to create and develop a new venture. Meanwhile the students build a network of professional contacts.

The course is divided in 3 different phases:



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Phase 1 (Autumn). Establishing International Ventures. Managing Creativity and Innovation New Venture. Marketing and Sales Strategies. Professional Development 1. Information Management for Small and Medium Enterprises. Leadership, Influence and Change.

Phase 2 (Spring). Strategic International Venture Growth. Business Consulting. Financial Issues for Small and Medium Enterprises. Research Methods. Optional Module: Professional Development 2. Electives-Choose 1: Corporate Responsibility.

Phase 3 (Summer). Business Simulation. Strategic Commercialization Project.

The programme collaborates with local and regional communities, government agencies, professional organizations and the small and medium enterprise sector.

There is a requirement of preparation or relevant professional experience before commencing the course. An interview may form part of the application process. And the requirement is adapted to every student conditions when is about international students, because the programme is open to other countries.

As its main success the university has had a number of internationally notable Alumni and members of staff since its foundation.

What makes this course different is that it takes students to an entrepreneurial journey of creating and developing a new venture with international potential and completing a two year investor ready Strategic Commercialization plan.

The students can participate in a mentoring programme through the Irish Exporters Association's Asia Trade Forum Programme having the opportunity to work with a member company to develop an international market entry strategy into an Asian market.

As the main strength of the course appears that it is a very complete course. Its best practice is its real international orientation. As a weakness the need of time appears, making difficult to follow this course to active professionals. Because of this maybe there is a lack of previous experience of the students.



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6. SUGGESTIONS ON MODULES TO BE INCLUDED IN THE ICT ENTREPRENEUR PACKAGE

From this report we get that there are two kind of initiatives: one is a pure accelerator, where they try to promote successful entrepreneurs and the other is the traditional business school system where they teach potential entrepreneurs about how to create and to run a business. In the first one there are real problems that must be attended in order to make the entrepreneurship successful and although that's the best for the project it reduces the learning from other experiences. The second system offers a wider range of experiences to learn from. Both systems are right but it depends on if the entrepreneur is potential or real to know which one is better for him/her.

The completest course for an entrepreneur would include both aspects: what a real entrepreneur needs and what a potential entrepreneur has the time and interest in learning. For that we have design a program inspired in the internationally successful master course of the University of Limerick, the two main manuals accelerators recommend and use and the innovative Finish system of Tiimiakatemia. The suggested modules would be as follows:

MAIN STRUCTURE

- VENTURES. The era of globalization. Creativity and Innovation in New Ventures
- INFORMATION MANAGEMENT. Research Methods. SMEs
- FINANCIAL ISSUES. Small and Medium Enterprises
- MARKETING AND SALES. Strategies. Growth of International Ventures. Strategic Comercialización Project
- PROFESSIONAL ASPECTS. Business Simulation. Professional Development. Business Consulting. Leadership, Influence and Change.

LEAN START-UP

- Mínimum viable product
- Continuos deployment for software development
- Split testing
- Actionable metrics
- Pivot



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- Innovation accounting
- Build-Measure-Learn

BUSINESS MODEL CANVAS

- Infrastructure
- Offering
- Customers
- Channels
- Customer Relationships
- Finances
- Characteristics of Cost Structures
- Revenue Streams

TIIMIAKATEMIA'S CORE

- Learning by doing
- Learning in a team
- Running your own team Company
- Doing theory studies and applying directly to practice
- Teachers work as team coaches that help the students to run their companies and learn in teams
- Studies fully integrated to curriculum
- Roboust, tested methodology



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7. PERCEPTIONS OF VISITING ORGANIZATIONS ABOUT THE POTENTIAL OF OUR ICT ENTREPRENEUR PACKAGE

Maybe in Anglosaxon and Northern European cultures is easier than in Mediterranean ones, but to encourage ICT students to learn about entrepreneurship seems to be difficult following the tradition of these countries. Entrepreneurship has been difficult to promote even among Business students. University students' way of life has traditionally consisted of studying a lot to get a well-paid and safety job for the rest of their lives. On Mediterranean cultures selling and looking for clients has been considered something for neither important nor qualified people.

This is the first thing to change. More developed countries know that the selling skills are the most important in business and they are in every professional or businessman's blood. So, the program should give a good explanation about the current paradigm at the ICT market with good examples of successful entrepreneurs (apart from Steve Job). This way ICT entrepreneurs could value in a different way their career.

Apart from the possibilities of reconsidering their careers, our ICT Entrepreneur Package offers them the opportunity of thinking in a European way. For these professionals, people who really love what they do, the place to live is not relevant if they can develop their projects. So, Europe can be an important solution for them. And the collaboration among enterprises and countries is also always very interesting.

In some visits has been suggested to create a route of European accelerators for entrepreneurs to get international good practices. So, there are people aware of the possibilities of this. However it has been very difficult to see initiatives that are hosting initiative from other countries. This is something valued but not privately implemented yet. The EU must step forward on it. But the language (the use of English) is still something to solve to make the most of this project.



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8. CONCLUSIONS

The ICT Entrepreneur Package is an ambitious project for the ICT European industry. The international model of this, Silicon Valley is in America and more than 40 years old. Europe has not got something like that yet and one of the reasons why is that European market for this has not been well coordinated. But nowadays, in times of the digital revolution, Europe can create “its own Silicon Valley”, which not necessarily has to be located on the same place or a common country. Can consist of a net of well-connected accelerators, startups, universities or just businesses.

To start working this way, training our future ICT businessmen and women is a good practice. They must think of a European point of view, and know how this industry is distributed all along Europe. Also to know where the main clients of this industry are and what the competitors are doing.

The ICT Industry is one of the most important industries nowadays and there are lots of good opportunities for ICT entrepreneurs. The biggest companies of this sector use mainly their well-known brands to sell product, but they don't necessarily produce them. There are so many technical paths to follow in this industry that it is unaffordable to pay a salary to every needed investigator. These big enterprises would have to hire thousands of technicians.

So it is the time for creative ICT professionals able to produce a few successful designs every year. They will sale these products to the biggest companies and they must know how to deal with them. It is a deal where they are also businessmen managing every aspect of their business looking for a win-win relationship.

In this context, the ICT ENTREPRENEUR package is a very important tool to start creating this “European Silicon Valley”, something needed for the future of our economy and society.



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ANNEX I: RESULTS FROM EU VISITS

- LIMERICK INSTITUTE OF TECHNOLOGY (L.I.T.), University of Limerick

Organization		
<i>These questions will aim to capture some information about your organization and key contact details.</i>		
Name of the institution	<i>Institution Nr. 4: LIMERICK INSTITUTE OF TECHNOLOGY (L.I.T)</i>	<i>Institution Nr. 5: University of Limerick</i>
About the institution	<p>Limerick Institute of Technology (LIT) is an institute of higher education in Limerick, a modern urban city in the Mid-West region of Ireland and is one of 13 institutes that are members of the Institutes of Technology in Ireland. LIT offers courses at Level 6 (certificate) through to Level 10 (PhD) whilst also catering for craft apprentices and adult and continuing education. LIT was awarded the Sunday Times Institute of Technology of the Year in 2008 and 2013 by the Sunday Times University Guide. The guide is the definitive guide to higher education in Ireland and the UK.</p> <p>Partnerships: http://www.lit.ie/projects/default.aspx LIT has also an alliance with a US based Irish entrepreneur Mr John Hartnett to allow startup companies to have a week experience in Silicon Valley. The Irish Technology Leadership Group is aimed to promote technology & investment connection between Ireland and Silicon Valley. The Hartnett Enterprise Acceleration Centre is Limerick Institute of Technology's on-campus incubator for innovation and growth driven business start-ups. They also collaborate with Junior Achievement, Network For Teaching Entrepreneurship (NFTE) and</p>	<p>The University of Limerick (UL) is a university in the city of Limerick, Ireland. It was established in 1972 as the National Institute for Higher Education, Limerick and became a university by statute in 1989 in accordance with the University of Limerick Act 1989. The university is located along the River Shannon. The university has currently in excess of 11,000 full-time undergraduate students and 1,500 part-time students. There are also over 800 research postgraduates and 1,300 taught postgraduate students at the university. The Co-operative Education (commonly called Co-Op) programme allocates all students with an 8-month work placement as part of their degree. This was the first such programmes in the state.</p> <p>There are over 70 student-run Clubs and Societies in the University. The clubs are supported by the Students Union, the Sports</p>



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	<p>Coder Dojo, also commented in the “ICT Entrepreneur” Limerick summary later on. They organize together one-day workshops on how to develop business ideas bootcamps, creativity and always invite young successful entrepreneurs to participate.</p> <p>They back entrepreneurship competitions such as Student Entrepreneur Awards and Ireland’s best Entrepreneur. Limerick has developed 6 Enterprise/Incubator/Acceleration Centres.</p> <p>LIT has supported the creation of 150 innovative businesses (2007-2014). LIT engages and supports established businesses and business owners throughout the region in a variety of ways including Innovation Vouchers, Innovation Partnerships, Collaborative Research & Development Projects, Training, Mentoring, Consultancy and many other supports. Around 25% out of ICT students go for the Enterprise Development Module. (Information about module is attached-DOC.1)</p> <p>General range of support services and facilities for entrepreneurship:</p> <ul style="list-style-type: none"> • CEIDE (Centre for Enterprise, Innovation, Design and Engagement) Research Centre • Accelerating Growth • Executive Development • Franchise Development Support • International Support • Investment Support • Business Startup Support • Student Enterprise & Innovation Engagement & Support • Community & Youth Enterprise & Innovation Engagement & Support <p>Specific packages of support:</p>	Department and the Arts Office.
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	<ul style="list-style-type: none"> • Matching ventures with mentors: Providing expertise advise in marketing, legal, finance. • Business Review Panels: Providing strategic support where the experience panel members can point out weaknesses. • International Market Access: As a European Enterprise Network. • Research & Development Support: Facilitating knowledge transfer & innovation. • Funding: Main funds are: <ul style="list-style-type: none"> o Enterprise Ladder Fund: to early-stage businesses. Funds come from private and public sector. Launched in 2012, the fund has supported 13 companies. o The Ryan Entrepreneurship Fund: To invest in start-up businesses to help sustain them through the development stage. 	
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Delivery		
<i>These questions aim to understand the style, type and content of delivery. This will help inform our review of current EU provision.</i>		
Name of the institution	<i>Institution Nr. 4: LIMERICK INSTITUTE OF TECHNOLOGY (L.I.T)</i>	<i>Institution Nr. 5: University of Limerick</i>
How is the course delivered online/face to face/combination or both/other?	NEW FRONTIERS is a three-phased program, based in the Hartnett Enterprise Acceleration Centre aimed at supporting the establishment and growth of technology or knowledge intensive ventures that have the potential to internationalization and job creation. It is not an academic program. The program is open to applications from a diversity of sectors including; food & consumer products,	The course is focused on helping students' entrepreneurial skills and generating business opportunities. This one-year full-time Masters programme provides students with the specialist knowledge and a practical understanding of the key tasks required to establish, manage and grow a new venture in a challenging international business environment whilst building the students network



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	information & communication technology, engineering & electronics, medical devices, biotechnology, pharma, digital media, cleantech/renewable energy and eligible internationally traded services. It was started in 2006 as LEAP but from 2012 they made a national agreement with other incubator centres in all Ireland to create New Frontiers Program. A StartUp Map was set up to show what each centre does about entrepreneurship.	of professional contacts in the area of small business.
What is the duration of the course and how frequently are they delivered?	Phase 1: 10-week period (once a week). § Phase 2: 6 months period. § Phase 3: All participants of phase 3 come from phase 2, but not all of them pass to	1 year full-time programme. Semester 1 (Autumn). Semester 2 (Spring). Semester 3 (Summer)
How is the delivery structured e.g number of hours per day	Phases: § Phase 1: Testing your Business Idea. Around 25 participants. 10-week period (once a week). They deal with a topic in each session and they put it into practice and it is applied in own project. At the end of Phase 1 they learn and are able to answer this type of questions: How to pitch (Elevator, Sales and Investor), Business Plan, a demo (Prototype), How to do a formal presentation (20 minute presentation), How to price their products, how to make questions in a survey, how to design the business model (Business Model Canvas tool), how to pitch to a panel, "Is there a business opportunity?", "Do you need a team?", "How are	Semester 1 (Autumn). Establishing International Ventures. Managing Creativity and Innovation New Venture. Marketing and Sales Strategies. Professional Development 1. Information Management for Small and Medium Enterprises. Leadership, Influence and Change. Semester 2 (Spring). Strategic International Venture Growth. Business Consulting. Financial Issues for Small and Medium Enterprises. Research Methods. Optional Module: Professional Development 2. Electives-Choose 1: Corporate Responsibility. Semester 3 (Summer).



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	<p>you going to make it?"... They use a platform similar to an email+dropbox+checklist with a process. After each workshop participants have to fulfill special tasks.</p> <p>§ Phase 2: Business Planning. (6 months period) It is very competitive. Participants have to pitch to a panel of experts to be selected. It is aimed at innovation, job creation and business growth. They look for the entrepreneur profile, his/her implication with the idea and his/her ability to team work. In this phase 2 they also search for the entrepreneurial spirit of the founder even if the idea has low potential growth. (Having participated in phase 1 is an advantage to go to phase 2 but not compulsory). Selected participants have to write a business plan during first two months of Phase 2. Participants have to fulfill specific goals. Projects are reviewed every 2 months and they have meetings with mentors every week.</p> <p>§ Phase 3: Business Development. All participants of phase 3 come from phase 2, but not all of them pass to (It is about 90% out of participants of Phase 2). This Phase 3 is tailored. 100% out of participants set up a company. They can be based in the Hartnett Center up to 3 years).</p>	Business Simulation. Strategic Commercialization Project.
Is the course accredited? If yes please provide details	It is accredited by Hartnett Enterprise Acceleration Centre	It is accredited by the University of Limerick



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Do you provide any support following the course – if so what?	Mentoring from experienced business advisers and practitioners. Networking with other entrepreneurs and business development agencies. €15,000 from Enterprise Ireland for individuals participating in Phase 2. € 15,000 are given to participant as the project goes further depending on his/her performance.	There are over 70 student-run Clubs and Societies in the University. The clubs are supported by the Students Union, the Sports Department and the Arts Office.
Who is the course delivered by? E.g. academics, entrepreneurs, mix of speakers	Mentoring from experienced business advisers and practitioners.	A key feature of this Masters programme is the linkages and working collaborations with local and regional communities, government agencies, professional organizations and the small and medium enterprise sector through completion of in company research projects, management consultancy assignments and the inclusion of practitioners as guest speakers and their participation in panel discussions.
Do you deliver to individual entrepreneurs? If yes do you encourage any collaboration with others?	The program is open to applications from a diversity of sectors including; food & consumer products, information & communication technology, engineering & electronics, medical devices, biotechnology, pharma, digital media, cleantech/renewable energy and eligible internationally traded services. It was started in 2006 as LEAP but from 2012 they made a national agreement with other incubator centres in all Ireland to create New Frontiers Program. A StartUp Map was set up to show	A key feature of this Masters programme is the linkages and working collaborations with local and regional communities, government agencies, professional organizations and the small and medium enterprise sector through completion of in company research projects, management consultancy assignments and the inclusion of practitioners as guest speakers and their participation in panel discussions.



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	what each centre does about entrepreneurship.	
Is it possible to sit in on any delivery or have a copy of the training material /outline to gain more indepth understanding of the training?	No	No
Once a participant gets accepted in your course, do you offer him/her an amount of money for his/her living and subsistence costs?	No	No

Demand		
<i>These questions aim to understand the currently level of demand</i>		
Name of the institution	<i>Institution Nr. 4: L.I.T</i>	Institution 5: University of Limerick
How many participants do you have per course?	Phase 1: Around 25 participants. Phase 3: All participants of phase 3 come from phase 2, but not all of them pass to (It is about 90% out of participants of Phase 2).	15
How many of those that participate are graduates?	It is not an academic program. The program is open to applications from a diversity of sectors including; food & consumer products, information & communication technology, engineering & electronics, medical devices, biotechnology, pharma, digital media, cleantech/renewable energy and eligible internationally traded services.	
Do you require the entrepreneurs to complete any preparation before commencing the course?	No	Applicants will possess a minimum of a 2:2 honours primary degree. An interview may form part of the application process. Applicants who cannot satisfy the minimum 2:2 honours primary degree requirement may be accepted



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		on the basis of relevant professional experience (e.g., small business related experience as entrepreneurs or as an employee in a small or medium sized firm).
Is there a selection process? If so please describe	No, but not all the participants are accepted to the last phase.	Applicants will possess a minimum of a 2:2 honours primary degree. An interview may form part of the application process. Applicants who cannot satisfy the minimum 2:2 honours primary degree requirement may be accepted on the basis of relevant professional experience (e.g., small business related experience as entrepreneurs or as an employee in a small or medium sized firm). In the case of international students, applicants must hold a qualification that is equivalent to an Irish or UK honours bachelor's degree (NQAI level 8). The degree must be in a discipline relevant to the postgraduate degree sought. To find out if you have the correct qualifications to apply for a program at UL you have to check the specific requirements for your home country. Where candidates are non-native English language speakers, the candidate should meet the University's English Language Requirements.

Successes		
<i>These questions aim to capture the successful best practice of your organization and share with our EU partners</i>		



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Name of the institution	<i>Institution Nr. 4: L.I.T</i>	Institution Nr. 5: University of Limerick
What would you say have been your biggest successes to date?	<ul style="list-style-type: none"> • <i>Training in all areas of business including financial management, market research & validation, business process, patenting, product development, sales training.</i> • <i>Mentoring from experienced business advisers and practitioners.</i> • <i>Office and other business incubation facilities.</i> • <i>€15,000 from Enterprise Ireland for individuals participating in Phase 2. € 15,000 are given to participant as the project goes further depending on his/her performance.</i> • <i>Networking with other entrepreneurs and business development agencies.</i> • <i>Introductions to seed and early stage capital investment networks.</i> • <i>Access to entrepreneurship best practice, both national and international.</i> • <i>Peer-group learning from participants in the region and across the country.</i> • <i>Access to expertise in Enterprise Ireland</i> • <i>Expertise from the institutes of technology and the supportive environment of their business incubation centres.</i> 	<p>The university has had a number of internationally notable Alumni and members of staff since its foundation:</p> <ul style="list-style-type: none"> ü Pat Cox, Irish politician, former President of the European Parliament ü David Parnas, Canadian software engineering pioneer ü Mícheál Ó Súilleabháin, Irish musician and pianist ü Nika Gilauri, Former Prime Minister of Georgia (2009-2012) ü Jean Butler, co-choreographer and dancer of Riverdance fame ü Eddie O'Sullivan, former Ireland rugby coach ü Pat Spillane, GAA commentator and former Kerry football player ü Mary Lou McDonald, Vice President of Sinn Féin and TD for Dublin Central. ü Kieran O'Donnell, TD ü Jimmy Deenihan TD, Minister for Arts, Heritage, and the Gaeltacht ü Willie O'Dea, TD ü Breandán de Gallaí, Riverdance lead (Now principal dance instructor) - External examiner for University ü Dr. Liam Hennessy, renowned exercise physiologist, strength & conditioning coach, and former international athlete. ü Dr. Ronan Tynan, medical doctor and tenor ü Brigid Laffan, Director and Professor at the Robert Schuman Centre for Advanced Studies,



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		European University Institute (EUI), Florence, and founder of the Irish Alliance for Europe ü Tamar Beruchashvili, Minister of Foreign Affairs of Georgia
Of those that participate in the programme how many set up in business?	Phase 3 is tailored. 100% out of participants set up a company.	
What would you say makes you different from other offerings?	Training in ALL areas of business including financial management, market research & validation, business process, patenting, product development, sales training. Access to entrepreneurship best practice, both national and international.	A central differentiating feature of this Masters is the experiential and real time nature of the learning on the programme where you immerse yourself in an entrepreneurial journey of starting and growing a new venture with international potential and complete a two year investor ready Strategic Commercialization plan. It develops competencies in opportunity recognition, market validation, resource leveraging, financial management and business planning

Partnership		
Name of the institution	<i>Institution Nr. 4: L.I.T</i>	Institution Nr.5: University of Limerick
Do you currently work with any EU partners? - if so please provide info	Networking with other entrepreneurs and business development agencies. Access to entrepreneurship best practice, national and international.	
Do you work with any partners outside of the EU? - if so please add details	Access to best international practice in entrepreneurship.	You will participate in a mentoring programme through the Irish Exporters Association's Asia Trade Forum Programme and will have the opportunity to work with a member company to develop an international



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		market entry strategy into an Asian market.
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ANNEX II: RESULTS FROM LOCAL / NATIONAL VISITS

- CEEI Alcoy, YUZZ Alicante

Organization		
<i>These questions will aim to capture some information about your organization and key contact details.</i>		
Name of the institution	<i>Institution Nr 1: CEEI Alcoy</i>	<i>Institution Nr 2: YUZZ Alicante</i>
About the institution	<p>CEEI Alcoy is a non-commercial organization founded in 1988. CEEI Alcoy is a member of European Business and Innovation Centres Networks which is located in Brussels. EBN develops connections between CEEI Alcoy and other institutions which support small and medium businesses. The main goal of CEEI Alcoy is to support entrepreneurship in Comunidad Valenciana. Moreover, the organization has to favour the creation and development of new companies in the mentioned area. CEEI Alcoy's mission is to provide help to the entrepreneurs when they really need it and in what they need it. There are many projects in search of CEEI Alcoy's help (about 35 last time). However, only few of them get this help. There is a jury who decides which projects are worth helping. There is no a maximum number of entrepreneurs for this accelerator. What is limited is the money the investor gives, but if an entrepreneur can pay the fee for the accelerator without the investor's help, they can join the accelerator. Nowadays they are having three entrepreneurs in the accelerator but originally there were five accepted with the investor's money. The thing is that two of them left the accelerator, and CEEI Alcoy didn't add other</p>	<p>YUZZ Alicante center is located in Europa House dormitory where all the participants find an environment with an access to the central facilities and resources to develop the maturity of their business ideas. Yuzz Alicante also collaborates with various organizations connected with entrepreneurship that share their experience with the entrepreneurs of the center during training and mentoring projects.</p>



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	<p>entrepreneurs. There is no aim of participants. The quality control is very exhausted to assure that the entrepreneur is going to be successful. Although there are no requirements for previous education (degrees, etc.) most of the people are specialized in the area they are going to work. The accelerator is available for every entrepreneur in the EU and outside. What is more, the course has always been adapted to satisfy the entrepreneurs' needs. Since CEEI Alcoy foundation in the 80's, the percentage of successful entrepreneurs has always been about 80%, which demonstrates its good work. Although CEEI Alcoy has not worked with international partners, many times they have collaborated with foreign entrepreneurs who have been developing a part of their projects for a short period of time. All in all, CEEI Alcoy offers a very personal approach that allows entrepreneurs to mature their projects in a very profitable and comfortable atmosphere. It is believed that a good entrepreneur must be creative, very hard -working and communicative.</p>	
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Delivery		
<i>These questions aim to understand the style, type and content of delivery. This will help inform our review of current EU provision.</i>		
Name of the institution	<i>Institution Nr 1: CEEI Alcoy</i>	<i>Institution Nr 2: YUZZ Alicante</i>
How is the course delivered online/face to face/combination or both/other?	Combination of both. The entrepreneurs have a mentor with whom they meet individually and all together. They have got online manuals to prepare the different subjects.	It is mainly face to face and in co-working teams, but can also have something online.



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What is the duration of the course and how frequently are they delivered?	The duration of the course is 9 months (from January till September) and it is delivered once a year	Between 6 and 7 months
How is the delivery structured e. g. number of hours per day	Every week the course has a three hours common meeting where all the entrepreneurs learn about one of the subjects with the mentor. They can also learn as much as they want using the online material.	Two days every week there are 4 hour course. They are held almost every Tuesday and Thursday.
Is the course accredited? If yes please provide details	The course is just help for entrepreneurs to develop their business. So it is not accredited as a course, but its value depends on the success the entrepreneur finally gets.	The course is accredited by a 50 per cent successful entrepreneurs in a population of mainly young people.
Do you provide any support following the course – if so what?	The entrepreneur can ask the mentor whenever he/she wants about every question related to the project, apart from the weekly individual and all-together meetings.	They have got a tutor to meet with once a month, experience from many successful entrepreneurs, bibliography and the collaboration of other institution like CEEI Elche.
Is there a charge for the course? If so how much?	The whole mentoring and help is charged in 3.000 or 4.000 €, depending in some aspects as if the entrepreneurs needs special services.	The course is for free if the entrepreneur is accepted.
Who is the course delivered by? E.g. academics, entrepreneurs, mix of speakers	It is delivered by an entrepreneur whose business is expanding.	The institution provides the material and the lecturer the way the entrepreneurs need them. Entrepreneurs decide what is interesting for them.
Do you deliver to individual entrepreneurs? If yes do you encourage any collaboration with others?	Yes, the course is delivered to individual entrepreneurs and the institution always fosters the collaboration among all of them including this as part of their weekly work.	Yes, the course is also delivered to individual entrepreneurs and the institution promotes the collaboration among all of them.
Is it possible to sit in on any delivery or have a copy of the training material /outline to gain	Yes, it is. An important part of the material for the course is on the institution website and can be downloaded, as well as many	The main part of the training material is "Lean start-up" and following that idea, the course goes where the entrepreneurs



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more indepth understanding of the training?	other information connected to entrepreneurship and business development.	want to go. So there is not a training material apart from this one.
Once a participant gets accepted in your course, do you offer him/her an amount of money for his/her living and subsistence costs?	It depends on how much money the investor offers, but the investment goes mainly to the project itself and must be justified. There is not money for the entrepreneur's living and subsistence costs.	There is a national competition where the entrepreneurs can get one of three different prizes: one of 30.000, another of 20.000 and one of 10.000 euros. The competition has only 40 competitors chose from all Spain.

Demand		
<i>These questions aim to understand the currently level of demand</i>		
Name of the institution	<i>Institution Nr. 1: CEEI Alcoy</i>	<i>Institution Nr. 2: YUZZ Alicante</i>
How many participants do you have per course?	5 chosen from a group of 35 more or less	About 20 entrepreneurs in more or less 12 projects
How many of those that participate are graduates?	80 per cent more or less	Most of them, about an 80%
Do you require the entrepreneurs to complete any preparation before commencing the course?	No, we don't. The course offer depends on the project	No, they just need their project to be chosen.
Is there a selection process? If so please describe	The entrepreneur must present an application developing the idea of the project with a 1 minute video.	Among 60 and 70 projects, 12 are chosen to join the accelerator.
Is it open to others within our outside the EU?	It is open, but we have only had a few entrepreneurs from other countries and only for a short period of time.	The competition to become a member of this project is open to every country, but it hasn't had a foreign entrepreneur yet.
Have you made any changes in the curriculum of the courses? Why?	When the institution was created the course it was focused on teaching how to get grants. Nowadays what is important is to know how to manage a business and to get private investment.	Originally the course was more focused on business model, business plan and management. Nowadays is more focused on the experience of other successful entrepreneurs.



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Successes		
<i>These questions aim to capture the successful best practice of your organization and share with our EU partners</i>		
Name of the institution	<i>Institution Nr. 1: CEEI Alcoy</i>	<i>Institution Nr. 2: YUZZ Alicante</i>
What would you say have been your biggest successes to date?	The very high rate of success	The project is quiet young. Because of that it still has not got a relevant successful case, but there many on the way.
Of those that participate in the programme how many set up in business?	The 80 per cent of entrepreneurs	The project considers successful experience when the entrepreneurs gets a job that values his/her experience as entrepreneur. Including this, the percentage of successful entrepreneurs gets to 50%.
What would you say makes you different from other offerings?	The personal treatment and attention.	The treatment offered to the entrepreneurs is very personal. They mature as professionals. It is not an accelerator. The entrepreneur, after this, can work in a company as an inner entrepreneur, being very creative.
What do you feel are the top three qualities to make a successful entrepreneur?	Creativity, perseverance and social skills	Business intuition, perseverance and positive obsession about his/her project

Improvements		
<i>These questions aim to understand what could be improved to ensure entrepreneurship in EU increases</i>		
Name of the institution	<i>Institution Nr. 1: CEEI Alcoy</i>	<i>Institution Nr. 2: YUZZ Alicante</i>
What improvements would you make to the service if there were no limits?	The Financing, innovation and languages	To create the Entreprenurial Tour through Europe to get experience and knowledge.
If the EU could do more to improve entrepreneurship what would this look like?	More financing, training and contacts	A real European effort for entrepreneurship to foster connections among entrepreneurs.
What do you feel is the main barrier to entrepreneurship?	Bureaucracy and costs	The lack of knowledge, experience and training. At the end, the money will come if this exists.



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Partnership		
Name of the institution	<i>Institution Nr. 1: CEEI Alcoy</i>	<i>Institution Nr. 2: YUZZ Alicante</i>
Do you currently work with any EU partners? - if so please provide info	No, we don't	No, we don't
Do you work with any partners outside of the EU? - if so please add details	No, we don't	No, we don't

Other information		
<i>Please record any other information you feel it is important to capture that would add value to our current understanding of entrepreneurship in the EU.</i>		
Name of the institution	<i>Institution Nr. 1: CEEI Alcoy</i>	<i>Institution Nr. 2: YUZZ Alicante</i>
	To provide directly or indirectly financing	To really open Europe to entrepreneurs for learning from everybody's experience everywhere.

- FUNDACIÓN QUORUM, FLORIDA UNIVERSITÀRIA

Organization		
<i>These questions will aim to capture some information about your organization and key contact details.</i>		
Name of the institution	<i>Institution Nr 3: FUNDACIÓN QUORUM</i>	<i>Institution Nr 6: FLORIDA UNIVERSITARIA</i>
About the institution	The Quorum Foundation, manager of the Science and Business Park of the UMH of Elche, has the mission of promoting and coordinating the actions of the company and the University in the areas of Science, Technological Development and Innovation, as well as the implementation and management of all those activities that contribute to promotion and improvement of the competitiveness between enterprises.	FLORIDA Universitària, which is affiliated to the University of Valencia and the Polytechnic University of Valencia, is a dynamic and innovative centre, which promotes the development of entrepreneurial attitudes among its students with the object of facilitating their integration into the professional world. Similarly it promotes contact with business realities during



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		<p>the student's education, using innovative methodologies, project work, business simulations, stock market investment, the creation of "junior" companies, and a centre for entrepreneurs. FLORIDA is a higher education centre with a focus on business and technical subjects, which provides postgraduate programmes, university studies, vocational training, secondary education, and continuous, occupational and language training.</p> <p>FLORIDA is a dynamic and innovative institution, and is well aware of the needs of business and society. They base their education and training for young people and professionals on the development of the knowledge and skills that will make them capable of participating successfully in emerging business, professional and social contexts in our society. All its activity is informed by its MISSION: is the education and training of individuals, with special emphasis on developing their initiative, autonomy and personal growth, in order to ensure their full integration into work and society.</p>
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Delivery		
<i>These questions aim to understand the style, type and content of delivery. This will help inform our review of current EU provision.</i>		
Name of the institution	<i>Institution Nr 3: FUNDACIÓN QUORUM</i>	<i>Institution Nr 6: FLORIDA UNIVERSITÀRIA</i>
How is the course delivered online/face to face/combination or both/other?	The course is delivered face to face, although there is online material.	<p>Master in Innovation and Business Development Project: This Master prepares professionals capable of systematizing and leading innovation processes in the company promoted by the Valencia Business Confederation, and taught by Florida Universitària, as the official title of the UV.</p> <p>Having finished the Master, the students, many of them entrepreneurs or intrapreneurs, will be able to:</p> <ul style="list-style-type: none"> - Analyze the economic environment to identify and benefit from the market opportunities by using the company's strong points. - Convert market opportunities in innovative businesses. - Develop innovative projects, examining its technical, economic and financial viability. - Generate a culture of innovation in the company. - Develop their skills for innovation: analysis and decision-making, management of multidisciplinary teams of innovation, creativity, negotiation and communication. <p>The training has a completely practical approach. During the studies the student develops real business project in the</p>



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		context of the company, counting on personalized tutoring of an advisory team.
What is the duration of the course and how frequently are they delivered?	There are two kind of courses very connected. One is called "Marathon" and the other is called "Sprint". Marathon is 8 months long and Sprint is 3. Both are delivered once a year: from October to May, Marathon and from July to September, Sprint.	<ul style="list-style-type: none"> - 250 hours in class. - 375 hours of practical application in the company. - 375 hours Master's Thesis. Module 1: Business Innovation Module 2: Management skills for innovation Module 3: Development of business projects Module 4: Practices out of the company Module 5: Master's Thesis
How is the delivery structured e. g. number of hours per day	Marathon is delivered in 3 weekly hours and Sprint is delivered in 9 weekly hours.	Compatible with work: Fridays from 16:00 to 9:00 p.m. and Saturday from 9:00 to 2:00 p.m. Master's methodology is based on the experimentation and skill development from generating a real business project in a company acquiring the necessary theoretical knowledge to perform this learning process. This methodology is based on a process of research- action- reflection, which favours the implementation and development of a business participant's skills and knowledge. Thus, it is believed that students learn by dealing with different issues with the support of teachers and advisers.
Is the course accredited? If yes please provide details	Both courses follow two entrepreneurial methodologies: CANVAS and LEAN START-UP. And both also develop their own method of learning.	Official Master's degree recognized by the University of Valencia.



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<p>Do you provide any support following the course – if so what?</p>	<p>They have a mentor for each entrepreneur who works with them in preparing and developing the business plan.</p>	<p>It is important to point out external practices connected with Master: the module" External practice in the company "aims to develop a business project elaborated by each student in the company, from the organization of the innovation process, creating a team work and identifying areas of opportunity in which to develop an innovation business project and generating sufficient information to document the process and to perform the final work.</p> <p>The practice takes place in the framework of a company that may be provided by the student or by Florida Universitària. The company will establish the need to respond to the innovative project to be developed by the student.</p> <p>Depending on the student's profile the profile of the company will be different:</p> <ul style="list-style-type: none"> - Intraentrepreneur. In this case, the practice takes place in the company the student works at. Normally, the company is interested in developing a new line of business and is eager to educate the person working for the company to develop this innovative business. - Entrepreneur. In this case, the practice may develop in the framework of a company provided by the student or by Florida Universitària, that is interested in developing an innovative business project. It can also be applied to alumni
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		who want to develop their own entrepreneurial project. In this case the internship will not develop in the particular company. The student will maintain relationship with different companies or entities linked to the entrepreneurial project.
Is there a charge for the course? If so how much?	The course is for free. They only pay 12 euros per year for being hosted at the institution.	5.900 €.
Who is the course delivered by? E.g. academics, entrepreneurs, mix of speakers	Entrepreneurs, professionals and businessmen. They want people who can teach from their experience.	A key feature of this Masters programme is the linkages and working collaborations with local and regional communities, government agencies, professional organisations and the small and medium enterprise sector through completion of in company research projects, management consultancy assignments and the inclusion of practitioners as guest speakers and their participation in panel discussions.
Do you deliver to individual entrepreneurs? If yes do you encourage any collaboration with others?	Apart from the two mentioned methodologies, here is not training material. The entrepreneurs with the mentor create their own material.	No, we don't.
Is it possible to sit in on any delivery or have a copy of the training material /outline to gain more indepth understanding of the training?	Yes, it is. An important part of the material for the course is on the institution website and can be downloaded, as well as many other information connected to entrepreneurship and business development.	No. Copyright
Once a participant gets accepted in your course, do you offer him/her an amount of money for	At the end of the course 5 prizes of 10,000 each are offered to the	No



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his/her living and subsistence costs?	best projects. There is no other amount for entrepreneurs.	
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Demand		
<i>These questions aim to understand the currently level of demand</i>		
Name of the institution	<i>Institution Nr. 3: FUNDACIÓN QUORUM</i>	<i>Institution Nr. 6: FLORIDA UNIVERSITÀRIA</i>
How many participants do you have per course?	20 from 70 previous candidates	16
How many of those that participate are graduates?	90 per cent of entrepreneurs are graduates.	People who want to enroll on the Master must have a university degree (Diploma, Degree, Engineering or Architecture).
Do you require the entrepreneurs to complete any preparation before commencing the course?	No, we don't. The course offer depends only on the project	No, but from the academic point of view, the recommended entry profile are people with University degrees who have completed their studies in the areas of: - Company direction and business economics (e.g. Business Administration, Business Studies, Economics, Tourism, etc.) - Engineering (for example, Industrial Engineering)
Is there a selection process? If so please describe	The entrepreneur must present an application developing the idea of the project with a 1 minute video.	Yes. The admission to the Master depends on the Directors of the Master (the Master is co-chaired by two people) who will apply the admission criteria approved by Univerisitària Florida's management. Evaluating the submitted documentation and taking into account other criteria, the directors of the Master will determine the students



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		proposed for admission and will announce this information on the bulletin board of the Academic Secretary.
Is it open to others within our outside the EU?	There have not been foreign entrepreneurs since the beginning of this.	Yes.
Have you made any changes in the curriculum of the courses? Why?	Since this was created in 2012 the course have been more or less the same. Only the mentors and teachers have changed. Their profile have become more professional and less academic.	Yes, it is one of the tasks of the Advisory Committee, formed by a team of experts in different areas with experience in business development to evaluate periodically the Master, various projects and their progress and advise the students how to develop business plan. In fact the current Master program has focused more on the "Development of business projects.

Successes		
<i>These questions aim to capture the successful best practice of your organization and share with our EU partners</i>		
Name of the institution	<i>Institution Nr. 3: FUNDACIÓN QUORUM</i>	<i>Institution Nr. 6: FLORIDA UNIVERSITÀRIA</i>
What would you say have been your biggest successes to date?	The 90 percent of successful projects.	<p><i>The Master has been able to:</i></p> <ol style="list-style-type: none"> <i>1. To develop a real business plan for your company with the support of a mentor and a committee of experts.</i> <i>2. To teach the entrepreneurs and professionals to systematize and to lead innovation in the company. The Master supported by the Valencian business network: CEV and other partners.</i> <i>3. Teaching and personalized service by our team of teachers</i>



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		<p>and counselors of experts committee.</p> <p>4. Open learning environment where the interaction with professionals and connection to social and business reality is integrated into the learning process.</p>
Of those that participate in the programme how many set up in business?	90 percent of the projects with an average mark given by the entrepreneurs of 8'5 in 10	They have more successful data in intraentrepreneurs
What would you say makes you different from other offerings?	Very close treatment to the entrepreneur, institution implication and not academic attitude, but an entrepreneurial one.	Innovation oriented to business projects
What do you feel are the top three qualities to make a successful entrepreneur?	Working intensity, capability to turn theoretical knowledge into useful "know-how" and ability to lead and manage a team.	To be oriented to the market, a lot of passion and knowledge about how to sell your product / innovation service.

Improvements		
<i>These questions aim to understand what could be improved to ensure entrepreneurship in EU increases</i>		
Name of the institution	<i>Institution Nr. 3: FUNDACIÓN QUORUM</i>	<i>Institution Nr. 6: FLORIDA UNIVERSITÀRIA</i>
What improvements would you make to the service if there were no limits?	To offer financing	To develop more the educational model (previous phases at younger ages) which includes such skills as teamwork , creativity and innovation , ethical skills , problem solving , leadership, ...
If the EU could do more to improve entrepreneurship what would this look like?	Connections among accelerators and business centres.	Just introduce entrepreneurship from the school (from children). To begin studying it only at the universities is too late. In addition, the education system must be changed to generate more entrepreneurs.



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What do you feel is the main barrier to entrepreneurship?	Finance and bureaucracy	To fall in love with your idea when you don't know how to connect it with a tested and real need, and to ignore what you do not know.
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Partnership		
Name of the institution	<i>Institution Nr. 3: FUNDACIÓN QUORUM</i>	<i>Institution Nr. 6: FLORIDA UNIVERSITÀRIA</i>
Do you currently work with any EU partners? - if so please provide info	No, we don't	<p>The studies of the Master can be supplemented by stays abroad thanks to Erasmus grants which are managed by the International Relations Service. To participate in such studies, the student must enroll on the part-time Master. During the second course they will take one of these two options:</p> <ul style="list-style-type: none"> - Module for Innovation Management Skills (Module 2: 5 ECTS) Master's Thesis (Module 5 : 15 ECTS). - Master's Thesis (Module 5: 15 ECTS). <p>For all the Masters offered there is agreement with the following institutions :</p> <ul style="list-style-type: none"> - TURKU UNIVERSITY OF APPLIED SCIENCES Master 's Degree Programme in Entrepreneurship and Business Know-how - WARWICK UNIVERSITY - Warwick Business School MA Management & Organizational Analysis MSc in Management



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Do you work with any partners outside of the EU? - if so please add details	No, we don't	To participate in such studies, the student must enroll on the part-time Master. During the second course they will take one of these two options: - Module for Innovation Management Skills (Module 2 : 5 ECTS) Master's Thesis (Module 5 : 15 ECTS) . - Master's Thesis (Module 5: 15 ECTS).
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Other information		
<i>Please record any other information you feel it is important to capture that would add value to our current understanding of entrepreneurship in the EU.</i>		
Name of the institution	<i>Institution Nr. 3: FUNDACIÓ QUORUM</i>	<i>Institution Nr. 6: FLORIDA UNIVERSITÀRIA</i>
	To provide directly or indirectly financing	<p>In the middle of the 1970's a group of professionals with a vocation for education and training decided to start a cooperative initiative, and Florida Centre de Formació was founded. Nowadays they are a group of more than 200 professionals working on this campus (of 2.6,869 square metres) which is made up of 6 buildings and on which more than 3,500 students study each year.</p> <p>They have grown and they continue to emphasise quality, participation and innovation. Some things never change.</p> <p>"People are the only possible source of creativity, initiative, responsibility and generosity in the right quantities to guarantee</p>



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		<p>future success” said Antonio Cancelo, Chairman of the Mondragón Cooperative Group.</p> <p>At FLORIDA they believe in people and their professional commitment, and this is reflected in its model of cooperative management, in which all the workers can participate and take decisions in their role as members.</p>
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- BUSINESS BOOSTER, ESCUELA DE ORGANIZACIÓN INDUSTRIAL (EOI)

Organization		
<i>These questions will aim to capture some information about your organization and key contact details.</i>		
Name of the institution	<i>Institution Nr 7: BUSINESS BOOSTER</i>	<i>Institution Nr 8: ESCUELA DE ORGANIZACIÓN INDUSTRIAL</i>
About the institution	<p>Business Booster is defined as a startup Factory for entrepreneurs. Born in 2010 as the first accelerator of Spain that promotes the creation of business on the Internet and mobile applications.</p> <p>Business Booster accelerator receives the projects selected from hundreds of nominations. Its aim is to provide these startups with scalability, visibility and to help them in attracting customers and in establishing relationship with business angels to provide them with funding. The Business Booster program opens each year at the beginning of each year and only accepts between 10 and 15 projects selected from those registered. The accelerator program for startups lasts four months "full time", where the selected teams will work to develop its objectives and quality assurance and success. The services offered by Business Booster are the following:</p>	<p>EOI was founded on July 12, 1955 as a result of the agreement between the Ministries of Education and Industry being the first business school in Spain and one of the first business schools in Europe.</p> <p>In more than 50 years it has gradually contributed to the modernization of Spanish economy and industry and has taken part in some important changes in the managers' and entrepreneurs' education in Spain.</p> <p>To constantly evolve and adapt to this new changing society, EOI bases its training on four core pillars:</p> <ul style="list-style-type: none"> • Sustainability as a business



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	<p>Support for startups: Your goal is to start that does not cost anything. That is why Business Booster provides local infrastructure and services necessary for the proper launch of the startup, including legal proceedings. The selected entrepreneurs will collaborate with the heads of other innovative businesses, sharing experiences and efforts. In addition, Business Booster provides contact with a wide network of business angels and investment funds.</p> <p>Training for entrepreneurs: Business Team Booster provides expertise and training in various areas: online marketing, finance, strategy, etc. Each week sessions with successful mentors are made in launching online business, online business, startups and mobile applications.</p> <p>Business Networking: The projects participants gain access to a network of business angels and potential customers. At the end of the program, each team presents its innovative project at the event where leading investors in Internet companies congregate , which is a good opportunity to get new financing for projects.</p> <p>Sinensis Seed Capital: A seed capital fund, Sinensis Seed Capital, is set up to ensure the traction of the best startups coming out of the acceleration phase. In a first round 50,000 euros is invested in a second subsequent round from 500,000 euros for companies who are dawning. In addition it is allowed to investors and business angels to co-invest in seed capital fund Seed Capital Sinensis if they wish. "</p>	<p>practice that develops the environmentally-friendly economy</p> <ul style="list-style-type: none"> • New technologies as a source of global exchange and knowledge enrichment • Entrepreneurship as an engine of economic development that gives value to creative ideas • Development of a global economy in an international environment <p>The EOI aim is to teach the professionals they train to conduct business practices and to carry out projects based on these four principles. Throughout EOI's history there have been very significant changes:</p> <ul style="list-style-type: none"> -1994 promotion of training for entrepreneurs and SMEs under the support of Structural Funds of the European Union -1997 first Business School in Spain which implements online learning methods in our Master programs. -2000 Pioneers in quality certification of our Master programs -2009 first Business School which promotes mobile learning methodology with widespread usage of Virtual Classroom Moodle, Google Apps and Tools 2.0 in its programs and with the implementation of blogs and social networks in its open learning.
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Delivery		
<i>These questions aim to understand the style, type and content of delivery. This will help inform our review of current EU provision.</i>		
Name of the institution	<i>Institution Nr 7: BUSINESS BOOSTER</i>	<i>Institution Nr 8: ESCUELA DE ORGANIZACIÓN INDUSTRIAL</i>
How is the course delivered online/face to face/combination or both/other?	Startup Academy is a unique school which educates professional profiles required by digital industry. This training helps to master various skills and necessary tools to launch and to deal with online business projects. In short, Startup Academy is a highly selective program where the most demanded by digital businesses and startups professional profiles are formed. The program offers a practical and concrete vision of a digital company and its context. The students hold the team project from the phase of idea to validation. The program is face to face. They are lectures in Madrid, which is vital given the level of present practices and discussions with experts that make up the program. There is no online training. The first core module is elaborated for all	ENTREPRENEURSHIP TRAINING: This program aims at demonstrating to students that their own business may be an attractive alternative to paid employment where they would be able to develop their creative and innovative potential while equipping them with the necessary tools to study the feasibility of a business idea. It is a program that focuses on the "ideation" phase and on promoting entrepreneurs "attitudes". It is essential to go through the prototyping phase of the idea before developing the business plan. Here's the real value we give to the students. It is aimed at the students who are preferably studying Master at the University , who want to study the process of entrepreneurship and at senior students of degree, PHD's and university unemployed students. METHODOLOGY: Face to face. PROGRAMME OF LECTURE PART: 1) Entrepreneur's ecosystem <ul style="list-style-type: none"> • Entrepreneur tendencies • Area of interest • Entrepreneur values and cultural changes 2) Innovation processes in entrepreneurship <ul style="list-style-type: none"> • Idea Generation • Canvas Model • Team building 3) Planning and technical configuration of new business <ul style="list-style-type: none"> • Strategic analysis and planning of objectives • Marketing and commercial activity of the enterprise • Operations and processes to undertake • Experience of entrepreneur • Industrial property 4) Presentation of projects



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	<p>participants, and three possible specializations to choose from are: traction, technology and business. The teaching consists of 120 hours and of a specialization module to choose which is 80 hours traction, business and technology.</p>	<ul style="list-style-type: none"> • Communication and effective project presentations • Presentation of projects <p>More information on Entrepreneurship: https://www.eoi.es/es/programas/encuentra-tu-programa/iniciativa-emprendedora-universitaria</p>
What is the duration of the course and how frequently are they delivered?		<p>The teaching module is temporarily distributed with a duration of 2, 4 or 6 weeks. The program is funded by the European Social Fund and its duration amounts to 79 hours: 31 lecture hours, 40 hours of tutoring to be distributed among the attendees and 8 hours of coordination and direction. There is a long programme for 2015: 6 courses in June, 8 in September, 8 October, in different Universities of Spain.</p>
How is the delivery structured e. g. number of hours per day	<p>The course begins in April and ends in October (no lessons during August). Friday: from 16h to 21h Saturday: from 9h to 15 h Every Thursday: 1 h meeting with the mentor-investor.</p>	<p>It depends on the duration: 2, 4 or 6 weeks depending of each University.</p>
Is the course accredited? If yes please provide details	<p>It is not accredited apart from the success of the entrepreneur.</p>	<p>It is accredited by ESCUELA DE ORGANIZACIÓN INDUSTRIAL</p>
Do you provide any support following the course – if so what?		<p>In addition to training for entrepreneurs, EOI is intermediate body and beneficiary of the European Social Fund. During 2007-2013 it was responsible for and it taught multiple courses aimed at businesses and entrepreneurs in 3 ways:</p> <ul style="list-style-type: none"> - Creation of companies . - Consolidation of companies.



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		<p>- Internationalization.</p> <p>More information: http://www.eoi.es/portal/redepyme/programas</p> <p>It also manages the ERDF funds in different regions, especially through the Factories Innovation program, promoted by the Ministry of Industry, Energy and Tourism of the Spanish Government. Individualized counseling to professional organizations are developing in the factory. The Factory works individually with each entity for 30 hours during which it conducts diagnostics of its business model and elaborates an innovation plan aimed at improving its competitiveness. Additionally, companies share their experiences through group sessions with experts and other entrepreneurs as well as through open sessions.</p>
Is there a charge for the course? If so how much?	7.500 €	Free of charge.
Who is the course delivered by? E.g. academics, entrepreneurs, mix of speakers	Teachers and lecturers are successful professionals from online industries. They share their experience with students. They want to show students a hands-on perspective of what is being used nowadays	Teacher profiles: professionals with digital skills, 24 hours contact with the students through new technologies and with eight years of experience in the area. They have about 3,000 certified teachers. Teachers in the field of entrepreneurship "should be creative, funny and like what they do, and do it with passion".
Do you deliver to individual entrepreneurs? If yes do you encourage any collaboration with others?	Yes, we do. The teamwork is very important.	The school offers support to entrepreneurs to help them to deal with doubts in the process of creating companies, they also offer them free spaces (e.g. at the headquarters of EOI Mediterranean they have 8 places available for 6 months that are already occupied) and they have Redepyme, a network of SMEs where Congress is held annually and which is an ideal network to create synergies contacts.
Is it possible to sit in on any delivery or have a copy of the training material /outline to gain	No	No. Copyright



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more indepth understanding of the training?		
Once a participant gets accepted in your course, do you offer him/her an amount of money for his/her living and subsistence costs?	No	No. Other thing is to obtain funds for their idea. In fact, in many Master programmes of EOI students make a presentation in front of the Court and also another presentation in front of investors (financial institutions-LA Caixa-), Keiretsu. (http://www.keiretsuforum.es/noticias-keiretsu/eoi-acoge-the-global-keiretsu-forum-the-08-de-mayo/) and in front of EOI teachers who are investors).

Demand		
<i>These questions aim to understand the currently level of demand</i>		
Name of the institution	<i>Institution Nr. 7: BUSINESS BOOSTER</i>	<i>Institution Nr. 8: ESCUELA DE ORGANIZACIÓN INDUSTRIAL</i>
How many participants do you have per course?	Startup Academy is not an accelerator. Each course has a selective number of 20 people, so the lessons are very personalized and the student learns at the speed that is comfortable for them.	15-20
How many of those that participate are graduates?	The program helps people who are interested to enter the digital world without taking into account their level of education and the area of knowledge. Nevertheless, an overwhelming majority has a university degree. The final goal doesn't consist in making students create startups during the course, it is more to allow them to learn how to do it and to provide them with the knowledge and guidelines which will help them to try themselves in new professional profiles of the digital world. The program is focused on responding to all the	University graduates are the target group of this training



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	students' necessities (not only to the CEO of new startups)	
Do you require the entrepreneurs to complete any preparation before commencing the course?	Every day is a new experience. Being a very intensive program with a different theme every day, professional meetings, networking, seminars with experts, etc., there are no similar days in Startup Academy. Each week starts on Friday at 16 00 and finishes on Saturday at 21h. During these days alumni have a possibility to learn, to apply their knowledge and to interact with the contents and with their groupmates.	No. Only attitude and willingness
Is there a selection process? If so please describe	The admissions committee evaluates the candidates and during three working days you will be told the results.	Yes, the only requirement is to be university student or unemployed graduate.
Is it open to others within our outside the EU?	No	Over 182,000 people have been enrolled on the program: 20,000 in classroom courses in digital marketing and 162,000 in MOOCs (Massive Open Online Courses), in which EOI actively took part. Actívate is free and has the participation of 21 Spanish universities that enhances digital and entrepreneurial skills of students. According to the European Commission, 900,000 jobs could be created in sectors related to the Digital Economy in the coming years.
Have you made any changes in the curriculum of the courses? Why?	No, we haven't.	Yes, it is one of the tasks of the Advisory Committee, formed by a team of experts in different areas with experience in



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		business development to evaluate periodically the Master, various projects and their progress and advise the students how to develop business plan. In fact the current Master program has focused more on the "Development of business projects.
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Successes		
<i>These questions aim to capture the successful best practice of your organization and share with our EU partners</i>		
Name of the institution	<i>Institution Nr. 7: BUSINESS BOOSTER</i>	<i>Institution Nr. 8: ESCUELA DE ORGANIZACIÓN INDUSTRIAL</i>
What would you say have been your biggest successes to date?	Participants gain a practical and concrete vision of a digital company. The program revolves around the conception and validation of the internet project, web or app, with mentoring by a professional of the investment world. The mixture of knowledge and skills that comes from interacting with other professional profiles who think differently is a key to generate synergies and enriching experiences.	<i>University Entrepreneurship initiative: The General Secretariat of Industry and SME 's Ministry of Industry, Energy and Tourism and the General Secretariat of Universities of Ministry of Education , Culture and Sport, which are aware of the necessity to promote entrepreneurship initiative at all levels of our society, launch a nationwide program designed to foster entrepreneurship in the University.</i>
Of those that participate in the programme how many set up in business?	<i>Business Booster, as the first Spanish business accelerator of internet and mobile applications, support in further processing to accelerate digital entrepreneurial projects. They will reach to a portfolio of more than 80 startups in six years. These are the startups that have gone through the program acceleration along different editions</i>	They have no data about it. Success indicators of entrepreneurial training are only based on performance indicators, but Europe wants to give it a twist: evaluate indicators of success (the number of created firms)



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What would you say makes you different from other offerings?	The methodology of the course is based on quick application of the acquired knowledge in a real project. In their model, the teacher makes a brief introduction to the relevant content, helping to to apply the knowledge in a real project, thus acting as a guide and mentor time. The methodology is based on quick application of the recieved knowledge in the product to be launched at the end of the program. Students have the opportunity to work on their project in a multidisciplinary team and to assimilate the theoretical concepts that will be developed in parallel with the help of teaching staff, consisting of investors, founders and professional startups and major international digital companies.	Place of delivery: 46 universities.
What do you feel are the top three qualities to make a successful entrepreneur?	First of all they have to know to take control over one's career. They have to be taught both skills: technical (so called soft ("soft skills"): effective communication, empathy, control over emotions, etc. Finally, they have to form their digital ecosystem providing expertise in the development of the Internet products and services which is an increasingly dynamic environment.	Entrepreneurs should have three qualities: attitude, soft skills (communication, negotiation and networking) and assume the culture of failure / error.



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Improvements		
<i>These questions aim to understand what could be improved to ensure entrepreneurship in EU increases</i>		
Name of the institution	<i>Institution Nr. 7: BUSINESS BOOSTER</i>	<i>Institution Nr. 8: ESCUELA DE ORGANIZACIÓN INDUSTRIAL</i>
What improvements would you make to the service if there were no limits?	It is the sector in constant change and the improvements are associated with the following : to discover and validate the hypothesis of digital business, to follow the surest methods in launching and developing an internet project , to compare the metrics with market standards , to be aware of the legal implications in the digital business and aspects to consider ...	Success indicators of entrepreneurial training are only based on performance indicators, but Europe wants to give it a twist: evaluate indicators of success (the number of created firms).
If the EU could do more to improve entrepreneurship what would this look like?	To improve the ecosystem of digital entrepreneur.	It is essential to go through the prototyping phase of the idea before developing the business plan. Here's the real value we give to the students. It is aimed at the students who are preferably studying Master at the University , who want to study the process of entrepreneurship and at senior students of degree, PHD's and university unemployed students.
What do you feel is the main barrier to entrepreneurship?	The entrepreneur must be formed before undertaking and bringing to the market their startup. Therefore, it may be the main barrier and that is the goal of this training. Business Booster as business accelerator started this program as a possible solution to the problem described.	Sometimes the teachers: education sector needs professionals with digital skills, with experience in startups and must be creative, funny and like what they do, and do it with passion.



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Partnership		
Name of the institution	<i>Institution Nr. 7: BUSINESS BOOSTER</i>	<i>Institution Nr. 8: ESCUELA DE ORGANIZACIÓN INDUSTRIAL</i>
Do you currently work with any EU partners? - if so please provide info	Business Booster has a very wide networking of investors in Spain, Germany and UK. They also have a close relationship with successful entrepreneurs who visit them every edition.	EOI is not focus in european projects at the moment, but in addition to training for entrepreneurs, EOI is intermediate body and beneficiary of the European Social Fund. During 2007-2013 it was responsible for and it taught multiple courses aimed at businesses and entrepreneurs in 3 ways: - Creation of companies. - Consolidation of companies. - Internationalization. More information: http://www.eoi.es/portal/redepyme/programas It also manages the ERDF funds in different regions, especially through the Factories Innovation program, promoted by the Ministry of Industry, Energy and Tourism of the Spanish Government. Individualized counselings to professional organizations are developing in the factory. The Factory works individually with each entity for 30 hours during which it conducts diagnostics of its business model and elaborates an innovation plan aimed at improving its competitiveness. Additionally, companies share their experiences through group sessions with experts and other entrepreneurs as well as through open sessions.
Do you work with any partners outside of the EU? - if so please add details	For those who wish there is a possibility of organizing a trip to the main technology hubs in Europe and the United States: San Francisco, New York, Berlin, London and Tallinn. It is a wonderful learning experience to see the uniqueness of these ecosystems digital entrepreneur.	One of its goals is that the school is an institution with an international nature, and therefore it collaborates with different universities in other countries. Its strategy involves extending the training they offer and its experience to other countries, especially in Latin America. For this reason, since 1992 they have been working to carry out various educational activities outside of Spain, and participating in creating training content with prestigious international institutions: Instituto Tecnológico de Buenos Aires (ITBA)




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		(Argentina) Escuela Internacional de Negocios (Colombia) Business School São Paulo (Brasil) Universidad Peruana de Ciencias Aplicadas (Perú) Pontificia Universidad Católica Madre y Maestra (República Dominicana) Universidad Católica Andrés Bello (Venezuela) Universidad ORT (Uruguay)
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Other information		
Please record any other information you feel it is important to capture that would add value to our current understanding of entrepreneurship in the EU.		
Name of the institution	<i>Institution Nr. 7: BUSINESS BOOSTER</i>	<i>Institution Nr. 8: ESCUELA DE ORGANIZACIÓN INDUSTRIAL</i>
	<p>"CORE COURSE PROGRAM: 1. Kick -off and Team Building. The program begins with a weekend of immersion in the world of startups and Internet companies, emulating initiatives like Startup Weekend or Weekend. Participants must submit their ideas in 3 minutes without technical support. There are several options to be chosen: a personal idea, the idea proposed by our partners or the usage of the projects of the company the student is working at. Once selected 5 best ideas, multidisciplinary teams are formed and the work on the project methodologies starts.</p> <p>2. People & Technology: In an environment of high</p>	<p>In 2009 The Strategic Plan was elaborated and the decision to apply the same methodology to all postgraduate training was taken:</p>  <p>It is "learning by doing" methodology directed to promote entrepreneurial and intra entrepreneurial vocations in the classroom. The case study method was abandoned. All the students visit Silicon Valley when they finish their postgraduate studies to learn about the entrepreneurship culture and about common errors (entrepreneurial ecosystem).</p> <p>To make this change the school is conducting recruitment of the teachers who will be able to adapt to the culture of the school : professionals with digital skills, 24 hours contact with the</p>



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	<p>uncertainty emotional intelligence, effective communication and the ability to control your own emotions and the emotions of others are essential. High performance teams need a framework and a culture that allows to get the best of its members. Personal growth and the ability to overcome limiting beliefs is a determining factor when it comes to undertaking projects that require deep involvement. Participants will have the opportunity to learn and master those techniques to go beyond your comfort zone. Technology changes rapidly, so it is essential to be aware of all the novelties.</p> <p>3. Experience Thinking: Digital companies have had to learn to operate differently, using agile project management methodologies (Scrum, Kanban) or own startups methods like Lean Startup, that give them the flexibility to develop new products and services. To solve everyday problems, to perform these analysis and to come up with creative solutions using the most sophisticated techniques based on visual thinking and teamwork. To define and to shape a business model, to understand the different parts of it and the implications. To be aware of the main innovations in</p>	<p>students through new technologies and with eight years of experience in the area. They have about 3,000 certified teachers. Teachers in the field of entrepreneurship " should be creative, funny and like what they do, and do it with passion".</p> <p>The classroom is just the beginning of an entrepreneurial culture , but it is vital to validate the idea, go out and test it and pivot on it (it is necessary to pivot on the idea but also a professional should pivot on the career objective) . The school offers support to entrepreneurs to help them to deal with doubts in the process of creating companies, they also offer them free spaces (eg at the headquarters of EOI Mediterranean they have 8 places available for 6 months that are already occupied) and they have Redepyme, a network of SMEs where Congress is held annually and which is an ideal network to create synergies contacts. Entrepreneurs should have three qualities: attitude, soft skills (communication, negotiation and networking) and assume the culture of failure / error.</p> <p>Technical skills are taken for granted, they do not make any difference to an entrepreneur. It is very important to sell and to communicate. In fact, in many Master programmes students make a presentation in front of the Court and also another presentation in front of investors (financial institutions - LA Caixa, Keiretsu (http://www.keiretsuforum.es/noticias-keiretsu/eoi-acoge-the-global-keiretsu-forum-the-08-de-mayo/) and in front of EOI teachers who are investors).</p> <p>Success indicators of entrepreneurial</p>
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	<p>project management and development, as well as the most common errors. To be able to carry out innovative projects in record time.</p> <p>4. Acceleration and Growth: Discover and validate the hypothesis of the future business. Follow the most accurate methods at the time of launch and develop the Internet project. Learn and compare the metrics with market standards. Be aware of the legal implications of digital and business aspects. Management and control through key performance indicators of companies. Be aware of different online marketing channels. Define the sales strategy oriented to the company and the steps which will enable to bring the digital business to the global dimension.</p>	<p>training are only based on performance indicators, but Europe wants to give it a twist: evaluate indicators of success (the number of created firms).</p>
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ANNEX III: NATIONAL INITIATIVES/PROJECTS/NEWS (excel document)



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ICT ENTREPRENEUR

A European University-Business Alliance aiming to foster the entrepreneurial spirit of ICT students

NATIONAL VISITS					
	COUNTRY	INITIATIVE/ARTICLE/NEWS	ORGANISATION	SHORT DESCRIPTION	WEBSITE
1	SPAIN	CEEI ALCOY	CEEI (member of EBN)	CEEI Alcoy fosters innovation and business development by promoting innovative activities and services and by helping every kind of business in implementing innovation. It collaborates with other organizations that support businesses in order to detect innovative projects and help managers in making them successful.	http://ceelialcoi.emprenemjunts.es/index.php?cm=-1
2	SPAIN	LABORATORIOS DE INNOVACIÓN	FLORIDA UNIVERSITÀRIA	Florida Universitària promotes meetings between senior businessmen who are studying a Master Course in Innovation and Business Development and students interested in entrepreneurship and who have studied the subject FIT TRAINING in the Science School of Valencia.	http://www.floridauniversitaria.es/
3	SPAIN	EOI Elche	ESCUELA DE ORGANIZACIÓN INDUSTRIAL	The programme aims to train experts in optimising the management of organisations, so that they confidently walk towards excellence. It combines theory with practical application and the experience of professionals in the teaching staff, fostering management skills to ensure the professional success of participants. And all this with the pledge of this master's advisory council: a guarantee of a job in the sector.	https://www.eoi.es/es/eoi-mediterraneo
4	SPAIN	YUZZ Alicante	YUZZ	YUZZ is an accelerator for great ideas. It offers training, support and help to entrepreneurs and a constant advise. Every participant has an individual mentor with experience in business who will attend every question during the business creating process. Every participant can get prizes, travels to Silicon Valley y grants for IMPULSA Forum.	http://yuzz.org.es/programa/
5	SPAIN	Programa Aceleración Business	Business Booster	Business Booster is an estructure created to help entrepreneurs in developing their business and get investment from important companies. They provide mentors, sponsors, and training.	http://www.bbooster.org/programa-aceleracion-business-booster/
6	SPAIN	FUNDACIÓN QUORUM	UNIVERSIDAD MIGUEL HERNÁNDEZ	Fundación Quorum offers incubator space and services to support starting, growth and development to newly formed companies. It tries to encourage synergies between businesses operating in the same sector. The main sector it works with are biotechnology, ICT and electronics and industrial engineering.	http://www.parquecientificoumh.es/programa-inizia
NATIONAL INITIATIVES					
PHASE IDEA					
	COUNTRY	INITIATIVE/ARTICLE/NEWS	ORGANISATION	SHORT DESCRIPTION	WEBSITE
7	SPAIN	Wayra	Telefónica	Wayra is Telefónica's startup accelerator and they help the best entrepreneurs to grow and build successful businesses. Their acceleration program provides everything an entrepreneur needs to take his/her business to the top. Funding of up to \$50,000, a workspace in their academy Spain, access to a global network of business partners, mentors and experts, plus the opportunity to work with Telefónica businesses around the world.	http://wayra.co/es
8	SPAIN	Incubator/Accelerator	European Space Agency Business Incubator (EASBI)	The ESA Business Incubation Centre Barcelona (ESA BIC Barcelona) opened in 2014. It is managed by Barcelona Activa and supported locally by renowned public administrations and institutions, namely Area Metropolitana de Barcelona, Diputació de Barcelona, Consell Comarcal del Baix Llobregat, Universitat Politècnica de Catalunya – Parc UPC and Caixa Capital Risc. Located in Barcelona, Spain, this incubator offers start up support and technical expertise for the creation of innovative companies	http://www.esa.int/Our_Activities/Space_Engineering_Technology/Business_Incubation/ESA_Business_Incubation_Centres10
9	SPAIN	Venture Capital	Swanlaab	Our goal is to invest in, empower and develop the most innovative Spanish companies at international level. Backed by over 40-years' experience providing operational support to more than 2,000 companies in their internationalization processes, we invest follow-on capital, working together with professional entrepreneurs who wish to build solid, scalable and long-lasting companies. Our experience, team, methodology and execution platform minimize risk factors inherent to a new venture, allowing founders to focus on their business's development and success.	http://swanlaab.com/en/
10	SPAIN	UNIMOOC	Universidad de Alicante	The project UnIMOOC consists of a "massive, open, online and in Spanish" course focusing on training entrepreneurs to create digital companies. UnIMOOC has over 55,000 users registered on its platform (January 2015) from ninety different countries. It is the first specialized entrepreneurial training platform in Spanish.	http://unimooc.com/
11	SPAIN	IEEE España	Asociación de Profesionales	Institute of Electrical and Electronics Engineers in Spain. It belongs to an international non-profit association of professionals and technicians. The biggest association of this kind of professionals. It joins many scientists and ICT professionals.	http://www.ieeespain.org/
12	SPAIN	ANGELS	Juan Roig (Mercadona founder and owner)	After many years of managing Mercadona, Juan Roig has learnt a lot about business model. Angels generates with the intempion of sharing that experience and help them in creating and promoting sustainable businesses.	http://www.angelscapital.es/
13	SPAIN	SpinUP Unizar	Universidad de Zaragoza	The University of Zaragoza founded this program to foster the creation of Spin-off and Start-up. It works through its OTRI (Investigations Results Transference Office)	https://spinup.unizar.es/
14	SPAIN	UNIMOOC-aemprende	Universidad de Alicante	The project UnIMOOC consists of a "massive, open, online and in Spanish" course focusing on training entrepreneurs to create digital companies. UnIMOOC has over 55,000 users registered on its platform (January 2015) from ninety different countries. It is the first specialized entrepreneurial training platform in Spanish.	http://unimooc.com/
NATIONAL NEWS					

15	SPAIN	Emprendedores TV	RTVE (Radio Television Española)	It is a platform where you can find testimonials from people (videos, reports, ...) <u>have been launched your business.</u>	http://www.rtve.es/television/entre-todos/emprendedores/
16	SPAIN	el Economista	Editorial Ecoprensa, S. A.	Magazine about Economy and business with special attention to entrepreneurship, good advices, articles and testimonies from important	http://www.eleconomista.es/pymes/index.html
17	SPAIN	TEINSPIRA REVISTA	TE INSPIRA	TEINSPIRA REVISTA is an online magazine with social mentality for entrepreneurs and SMEs. It tries to foster entrepreneurship and innovation in business. It tries to give solutions for unemployed people with special needs, students in a confusing situation about their future, disabled people professionally ignored, etc.	http://www.eleconomista.es/pymes/index.html
18	SPAIN	Emprendedores Magazine	Hearst Magazines S.L.	It is one of the most prestigious magazine in the area of entrepreneurship. You can find all necessary information regarding how to start an internet business , public funds, crowdfunding, trends, activities for entrepreneurs, success stories, etc.	http://www.emprendedores.es/
NATIONAL BLOGS					
19	SPAIN	EmprendeBloggers	Revista Emprendedores	The Blog of the most prestigious magazine in the area of entrepreneurship in Spain	http://emprendedores.blogs.emprendedores.es/
20	SPAIN	MARTINVARSAVSKY	MARTIN VARSAVSKY	It is the blog of a very famous Spanish entrepreneur (investor, "Jaztel" and "Ya.com" founder) who is still developing projects like "Fon", the biggest Wi-Fi community of the world with partners like "Skype", "eBay" or "Google". Varsavsky is also an investor in technological enterprises and his blog is one of the most followed blogs of the world.	http://spanish.martinvarsavsky.net/
21	SPAIN	LOGIC	JAVIER MARTIN	The blog of a Spanish businessman who founded "Inventainternet". He is an es specialist in social media and Internet businesse for SMEs. Teacher of Marketing at the Industrial Organization School, graduate in Universidad Politécnica de Madrid, and apart from creating many enterprises he advises many online businesses.	http://logic.com/
22	SPAIN	MERODEANDO	JULIO ALONSO	Julio Alonso is one of the most important entrepreneurs on Internet. His blog is one of the world most read blogs among those that tell about entrepreneurs. Julio is founder and director of "Weblogs", website about online publications in Spanish.	http://www.merodeando.com/

ICT ENTREPRENEUR

A European University-Business Alliance aiming to foster the entrepreneurial spirit of ICT students

EU VISITS					
	COUNTRY	INITIATIVE/ARTICLE/NEWS	ORGANISATION	SHORT DESCRIPTION	WEBSITE
1	IRELAND	The Nexus Innovation Centre	University of Limerick's	Nexus Innovation Centre, located at the heart of the University of Limerick's magnificent campus is a purpose built environment that combines individual Offices, shared desk space, collaborative work spaces, a startup studio, small intimate meeting rooms, an impressive boardroom, high specification bio-labs and a reconfigurable lobby/exhibition space. Nexus, however, is about so much more than space, it is about community. In Nexus, they believe that smart agile startups can be fostered through a highly connected and supportive community. They foster a "smart startup" approach to everything they do: they learn by doing, encourage early customer engagement and co-creation, they focus on revenue generation, they constantly challenge their members to be better, smarter and leaner. The Nexus Philosophy is firmly rooted in the notions of the lean startup and design thinking.	http://www.nexusinnovation.ie/
2	IRELAND	The Limerick Enterprise Acceleration Platform (LEAP)	Limerick Institute of Technology	Limerick Institute of Technology engages with both established industries and start-up businesses. The Enterprise Acceleration Centre (EAC) is an incubation facility for start-up companies, with particular emphasis on export and growth-focused businesses. The centre is located on the Moylish Park campus and is 1.350 m2 with 18 self-contained units. Client companies can rent office suites and avail of management development supports, including one on one business coaching, peer networking and research collaboration. The centre works with enterprise support agencies, including Enterprise Ireland and County & City Enterprise Boards and is a Microsoft BizSpark Network Partner. The Limerick Enterprise Acceleration Centre (EAC) is an annual programme run in the EAC. It is designed to support entrepreneurs in their quest to establish sustainable businesses. The 12-month programme provides supports to ten entrepreneurs to challenge and guide them to develop an investor-ready business plan while also supporting them to win the sales that will make their business viable. LEAP is an Enterprise Platform Programme, funded by the Higher Education Authority.	http://www.lit.ie/default.aspx