



# Document B: Technological prospection of European institutions devoted to digital startups

**Final version**

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MINISTÉRIO DO  
PLANEJAMENTO,  
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MINISTÉRIO DAS  
RELAÇÕES  
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# 1. Executive summary

This document outlines 10 Pan-European and 28 national based institutions in Europe for the Brazilian Ministry of Science and Technology to use as prospection list when seeking partnerships or informal forms of collaboration and knowledge exchange in Europe. Each institution is briefly presented. An institutional mapping is made on a European level as well as for each country.

The Pan-European institutions are, given their geographical outreach, more generalists in the way they operate. Many of them seek the interconnector role between European ecosystems and to become more anchored in national ecosystems. However, the effects of these efforts seem rather limited so far. Given that many seek the intermediary role, the work of these institutions appears a bit broad. Consequently, there is to date no obvious “one point of contact” in the European digital ecosystem. As seen in the institutional mapping, their roles also often overlap each other, which makes it even more complicated to disentangle their respective focus. For outsiders, and particularly actors in non-European countries, the implication is that the barriers to finding the right contacts could be rather high. Important organisational efforts are required in order to penetrate these institutions.

Expectedly, the European Commission has a strong influence in setting the digital agenda in Europe via the Digital Single Market framework. The author has not been able to identify any relevant pan-European institution or organisation that is not directly (organisationally) or (e.g. via partnerships or financing) linked to the European Commission. One could have imagined an independent NGO or equivalent with a European scope, but this is to the author's knowledge seemingly not the case.

The national ecosystems in Europe can be seen as small islets in a European archipelago. Contact with the national, or even city-based institutions, are crucial when entering European markets. For the Brazilian Ministry of Science and Technology, this means that a country prioritization is recommended prior to approaching European institutions. For Brazilian startups, this implies a market-by-market or even a city-by-city approach in terms of establishing on the European continent.

When delving on the national level, one finds a myriad of institutions, also on this level with some institutions with overlapping assignments. A key challenge in proposing the most relevant institutions for the Brazilian Ministry of Science and Technology has been to validate their respective relevance. The national ecosystems differ a lot in terms of maturity and orientation of their work. To a large extent, this reflects the countries' respective and different cultures. For example, whereas the UK ecosystem has a few governmental institutions involved in the digital ecosystem, and instead has left the space open to the free market and private actors; the French ecosystem has an array of institutions and lobbying bodies driving the regulatory agenda.

Below follows a very brief description of the institutions in each digital ecosystem that have been analysed in this document. The author wants to highlight that the number of government-funded institutions does not say anything about the maturity or attractiveness of the digital ecosystem.

The UK – the most mature ecosystem and also the largest ecosystem in terms of capitalization. This is the ecosystem with the most private actors and the least government-funded bodies. The absence of governmental support has actually been criticised in media, but as well be presented in Document A; the UK has a quite attractive policy program for startups. The UK is the leader in Europe in terms of VC, startups, and maturity of the digital ecosystem.

Sweden – this ecosystem is less focused on regulation and lobbying, but it is a vibrant digital ecosystem concentrated in Stockholm. Per capita, Sweden is the leader in Europe in terms of exits per capita and has an exceptionally strong Internet maturity.

France – has a stronger focus on regulation and lobbying but a rather complete mosaic of digital startup institutions. France has launched a unique and nationwide initiative called “La French Tech” which federates public institutions and the private sector. Paris is also the home for two enormous incubators – *Numa* and *Station F*.

Italy – has a rather new and thus quite underdeveloped ecosystem in comparison with the above. There are few public institutions devoted to startups. The ecosystem has had a push since the launch of the *Italia Startup Act in 2013*, and this has given birth to a couple of new sub-institutions of the existing ones. Yet, there seem to be quite many private incubators launched in the largest cities. Most of the incubators are concentrated in Milan, and the market appears to be rather fragmented.

## 2. Purpose and structure of the document

The purpose of this document is to propose suggestions of institutions devoted to start-ups, incubation or the digital business environment as well as governmental bodies in Europe for purposes of establishing cooperation involving the Start-Up Brazil Program managed by the Brazilian Ministry of Science and Technology. For each institution the following characteristics are identified:

- i. the institution's (or the project's) objectives;
- ii. the area of expertise;
- iii. the degree of leverage for startups (access to the market, the capacity of doing joint ventures, access to funding, R&D management, business connections etc.);
- iv. the institution's success stories' backlog in promoting startups;
- v. Location and key people

The underlying objective of this document is to propose institutions relevant for the Brazilian Ministry of Science and Technology for engaging in partnership so that those institutions can give support to the Brazilian startup ecosystem, promoting the technological and business exchange between startups of both sides.

The document is following a geographical order. First, pan-European institutions are presented, then country-specific institutions are outlined. The prioritized countries have been selected in dialogue with the Brazilian Ministry of Science and Technology:

Country	Main reason for selection
<b>Sweden</b>	According to ToR: strong track record in the digital startup sector with five unicorns (Spotify, Klarna, Mojang, King, Skype)
<b>France</b>	As per suggestion by the Senior Expert and due to France' strong governmental support of the Digital startup sector.
<b>Italy</b>	As per request by the Brazilian Ministry of Science and Technology and due to the country's recent engagement in the digital startup sector.
<b>UK</b>	According to ToR and given UK's strong track record in the digital startup sector.
<b>Germany</b>	Berlin is a key digital ecosystem in Europe, and the home to many successful startups. A list of some key institutions is included in the Document.

### 3. Methodology and limitations

This document is based on a qualitative approach. The institutions presented have been identified through the author's own experience after conducting research and working in the startup sector. It has also been complemented by online search in databases, press, and via queries to national experts. A triangulation between these various data sources has yielded the final list on a European as well on a national level.

It should be noted that this is not a complete list on neither European, nor national level, but the institutions that the author has estimated as the most relevant for the Brazilian Ministry of Science and Technology based on the discussions and Terms of Reference.

The main limitation concerning the information about the institutions, in terms of validation of data, is that it is mainly based on the information from web-based data sources and much from the institutions own websites, in combination with the author's own experience in having had contact with a certain number of them. The document contains many hyperlinks embedded in the document, which implies that the document should preferably be read online to make best use of the links.

#### **About the author**

Robert Wentrup is a Senior Expert on the *Fostering Digital Entrepreneurship* project within the scope of the *EU-Brazil Sector Dialogues Support Facility* programme. He has a background as Trade Commissioner at the Swedish Embassy in France, and as Country Manager for Business Sweden - The Swedish Trade and Invest Council in France and Morocco. His PhD was about internationalization for online firms and the geographical perspectives on the online economy. He has written several case studies on how Internet firms and startups internationalize. He is a research fellow and a guest lecturer at the Centre for International Business Studies in the Department of Business Administration, University of Gothenburg in Sweden. His research draws from the research disciplines of Internet geography, economic geography, international business, and development studies. He has worked for several years as a consultant in Accenture's technology practice and is also a member of the board of the NGO, AID - Association of Accountability and Internet Democracy.

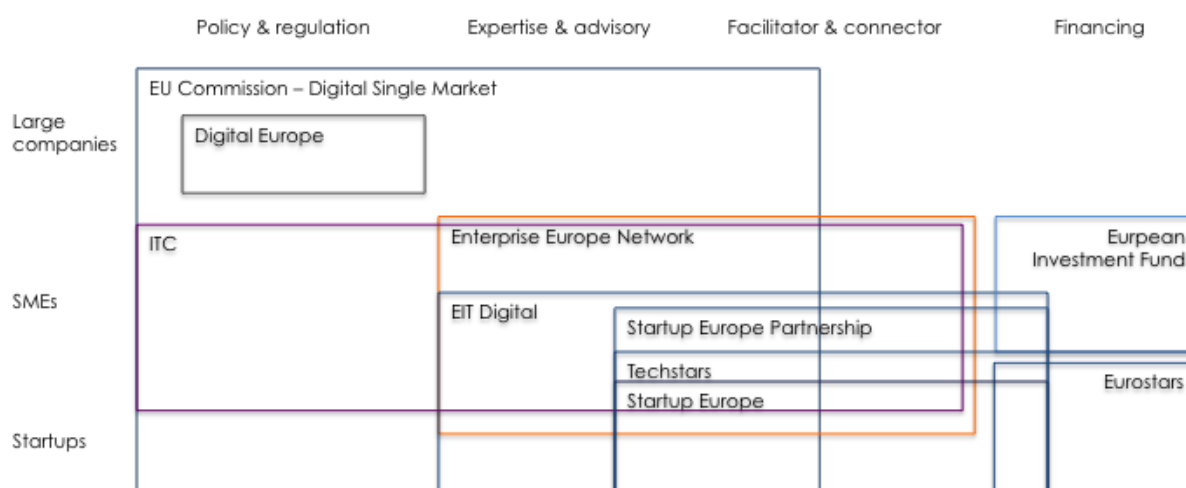


## 4. Overview Pan-European institutions

The following institutions have been outlined on a pan-European level:

1. The European Commission - Digital Single Market
2. Startup Europe;
3. Startup Europe Partnership;
4. Enterprise Europe Network;
5. Eurostars;
6. EIT Digital;
7. Digital Europe;
8. European Investment Fund;
9. International Trade Center (ITC)<sup>1</sup>.
10. Techstars<sup>2</sup>;

### Institutional mapping: Pan-European institutions



<sup>1</sup> \*\* International Trade Center is an international organisation with headquarters in Geneva, Switzerland. Is included due to its focus on SMEs and international trade.

<sup>2</sup> Techstars not a European institution per se, but a private corporation, but due to their active role in the key startups ecosystems in London and Berlin they have been included.

## The European Commission and the “Digital Single Market”

### *The initiative's objectives*

The Digital Single Market is the European Commission's umbrella project for all initiatives in the digital economy within the European Union. The Digital Single Market strategy was adopted on the 6 May 2015. It includes 16 specific initiatives, which have been delivered by the Commission until January 2017. Legislative proposals are now discussed by the co-legislator, the European Parliament and the Council.

The European Commission states that a “*Digital Single Market creates opportunities for new startups and allow existing companies in a market of over 500 million people*”.

The Digital Single Market strategy is based on three pillars:

1. *Access*: better access for consumers and businesses to digital goods and services across Europe;
2. *Environment*: creating the right conditions and a level playing field for digital networks and innovative services to flourish;
3. *Economy & Society*: maximising the growth potential of the digital economy.

For startups and in terms of internationalization of startups it is the first pillar “Access” that is most relevant. The European Commission point to the following ongoing measures to ease trade within the European union, but which will also indirectly ease the access for foreign startups:

- Rules to make cross-border e-commerce easier, e.g. harmonising contractual standards for e-commerce firms;
- Enforcing consumers rules, e.g. ensuring that contact details, price details, product information and consumer information are harmonised for European e-commerce sites;
- More efficient and affordable parcel delivery, e.g. ensuring that obstacles for delivery within the EU are reduced, for example, EU consumers complain that there are high delivery charges for cross-border services.
- Ending unjustified geo-blocking, geo-blocking is a practice used for commercial reasons by online sellers that result in the denial of access to websites in other European states This initiative was formally approved in December 2017;
- Antitrust competition inquiry into e-commerce, particularly the EU case against Google as well as the antitrust case against Facebook has been highlighted;
- European copyright framework;
- Review of Satellite and Cable directive;
- Reducing VAT burdens, these vary a lot across EU countries, and there is an initiative to harmonise the VAT tax rates.

### *Area of expertise*

The main expertise of the European Commission is around policy and regulatory issues. They have various initiatives channelled through organisations. Apart from the above-mentioned issues the following are particularly interesting for foreign startups entering the European market:

- The EU's initiative towards regulating the playing field of online platforms;
- The work towards more harmonised e-commerce framework within the European Union.

### *Degree of leverage*

Needless to state but the European Commission and the Digital Single Market project is the backbone of Europe's regulatory framework for e-commerce and thus for digital startups, and is therefore, a key player for the Brazilian Ministry of Science and Technology.

### *Success stories*

According to the EU Commission itself, the main achievements have been the following:

- As of June 2017, no roaming charges within the EU;
- As of May 2018, a new single set of EU rules regarding Data Protection and Privacy – GDPR
- As of 2020, EU Member states will for the first time coordinate the use of high-quality band 700 MHz

### *Location, key people and contacts*

- Location: Brussels
- EU Commissioner: Andrus Ansip, Vice President Digital Single Market and team
- Main source: <https://ec.europa.eu/digital-single-market/en/policies/shaping-digital-single-market>

## **Startup Europe**

### *The project's objective*

Startup Europe is an initiative of the European Commission, which falls under its priority of the 'Digital Single Market'. From their website we can read that they focus on four main areas:

- By connecting startups, investors, accelerators, female entrepreneurs, corporate networks, universities.
- By connecting local startup ecosystems by supporting regional initiatives such as Startup Europe Week or Startup Europe Regions Network.
- By helping startups to discover other important startup markets outside Europe such as Silicon Valley (for example SEC2SV: Startup Europe Comes to Silicon Valley initiative), India;
- By communicating about success stories through different events: *Techallstars*, *Europioneers* and StartUp Europe Awards.

They mainly do this by organising events and thus connecting people both online and offline. Such as Startup Europe Week, various summits, e.g. Startup India Summit.

Startup Europe provides different tools, e.g. maps and a database with European startups. In this database, investors or any stakeholders could search for more information regarding the particular startup, e.g. industry, funding, and business model. They also provide a calendar with an overview of relevant events for startups.

They also coordinate five different sub-projects:

- 1) Welcome (general startup programme);
- 2) ePlus (connects startup ecosystems and provides training programmes etc.);
- 3) Startup Scaleup (6-month accelerator programme);
- 4) Digistart (connecting two different ecosystems, so far Lisboa, Portugal and Malmö);
- 5) Twist Digital (connecting four different ecosystems – Rome- Lille- Stockholm – Warsaw).

Startup Europe claims they are all focused on different situations for the startups but for the

reader, it is quite difficult to get an idea of how these situations differ, and how to approach them.

#### *Area of expertise*

Startup Europe is a kind of EU coordinator, broker organisation, and informer for the European Startup Community, but it is difficult to tell how involved they are in the actual startups. Their key objective is to bring different stakeholders together via events. They have high ambition in widening their geographical scope, as seen via their initiatives in Silicon Valley and India.

#### *Degree of leverage*

Startup Europe's role as a facilitator should not be neglected. By being backed up by the European Commission and with their high ambition in organising events within and outside Europe they have a key role to play in Europe's ecosystem.

#### *Success stories*

Startup Europe presents a Hall of Fame on their website and celebrates startups that have participated in their initiatives and have received substantial funding.

700 startups have participated in Startup Europe's events and they highlight 36 startups which have been particularly successful and capitalized from Startup Europe's initiatives. One of the testimonials say:

*"Startup Europe has connected us with startup communities around Europe which have been of great help in our internationalisation activities. A concrete example is our future expansion into the German market, where the contacts provided by Startup Europe gave us access to the startup communities in Berlin and through that also presence at CEBIT 2017. We have also participated in both Web Summit and Slush and made a lot of valuable contacts through Startup Europe. We are really satisfied, and our experience has made the difference for us when we now expand to other markets." (Founder <https://learningtosleep.se>)*

#### *Location, key people and contacts*

Location: Brussels

Isidri Laso, Head of Startup Europe

Apart from the Startup Europe organisation itself, it has an advisory board of recognized digital profiles: Marie Ekeland, Kaidi Ruusalepp, Bindi Karia, Matthias Ummenhofer, Dmitri Sarle.

## Startup Europe Partnership

### *Institutions objective*

Startup Europe Partnership (SEP) aims to offer an integrated pan-European platform to help the startups emerge from local ecosystems and scale-up by connecting, what they call “Top” European startups to “Large Corporates”.

According to their website Startup Europe Partnership “*is a platform where the best startups meet the best corporates, with a goal: to make things happen, whether that means procurement (corporates buy products and services from startups), strategic investments and eventually acquisition/acqui-hires.*”

The partnership was established by the European Commission in January 2014 at the World Economic Forum in Davos. It claims to be the first pan-European platform dedicated to transforming European startups into scale-ups by linking them with global corporations.

SEP is led by “Mind the Bridge Foundation”, a non-profit foundation based in Italy and the United States, with the support of Nesta (a UK-based foundation), Factory (an acceleration program and campus for tech companies of any stage, originating from Berlin), and Bisite Accelerator (Madrid/Salamanca). In terms of financing, Startup Europe Partnership has been developed in partnership with leading corporations (Telefonica, Orange, BBVA), education institutions (Cambridge University, IE Business School, Alexander von Humboldt Institute for Internet and Society) and the European Investment Fund.

### *Area of expertise*

SEP has three main events and programs: 1) “Europe’s Corporate Startup Stars” which is a competition in which a committee awards the best corporation for startups, hence a company that encourage collaboration resource sharing with startups. 2) Startups can apply to become chosen for various matchmaking events and to be presented to investors; 3) for the investors SEP organises workshops and a dedicated yearly investor forum.

### *Degree of leverage*

Could serve as best practice in how to bring investors, startups, and large corporates together. European perspective that is backed by the European Commission. Yet, it is unclear to what degree this organisation is steered by third parties (Mind the bridge foundation) and Nesta, which are registered as foundations but are seemingly working as normal corporations. On its blog, the SEP is promoting EU Commission policies and could be seen as a prolonged arm for disseminating EU policies.

### *Success stories*

SEP has 213 startups in their portfolio, but it is unclear to what degree they are backed or supported by the organisation. Most likely they are startups, which have participated in the numerous events they have organised

### *Location, key people and contacts*

Italian concentrated team: Marco Marinucci, Founder and CEO, Mind the bridge

Location: Polo Tecnologico – Via F.lli Cuzio 42, 27100 Pavia, Italy

Web page: <http://startupeuropepartnership.eu/>

E-Mail: [info@startupeuropepartnership.eu](mailto:info@startupeuropepartnership.eu)

## Enterprise Europe Network

### *Institutions objective*

The European Commission launched the Enterprise Europe Network in 2008. It is co-financed under the European Union's programme for the competitiveness of SMEs (COSME). The Enterprise Europe Network's aim is to help companies grow on an international scale. It consists of an advisory for small and medium-sized enterprises (SMEs) with international ambitions. The Network is active in more than 60 countries worldwide. The organisation claims it has 3,000 experts from more than 600 member organisations. Essentially, it liaises European companies with experts of various types. It also has [collaboration opportunities for non-EU countries](#). The Network also proposes a [partnering opportunities website](#), where companies can publish and search for international partners, e.g. distributors. They want companies to contact local advisors and also proposes a network of local advisors abroad, e.g. in [Brasília](#).

### *Area of expertise*

The main expertise is in internationalization and growth strategies for SMEs.

### *Degree of leverage*

This institution is particularly interesting for more mature SMEs who have already launched and established a market presence at home, but now have the ambition to grow internationally.

### *Success stories*

On their website, they present a whole paragraph of [success stories](#). When reading through a few of them, it is clear that the Network is a facilitator for contacts. One success story sample highlights how the Network put a company in contact with a local advisor, which in turn helped with the financing of a project:

*"The Network member helped Emulsar (the company) apply for the EU's SME Instrument programme. "We reviewed the funding proposal providing tips, advice and giving general comments aimed at improving the applications for Phase 1 and 2, and met the European Commission's expectations," said Justine Bounet, from CCI Paris Île-de-France."*

### *Location, key people and contacts*

Decentralised network across Europe, their headquarters are based in Brussels.

Website: <http://een.ec.europa.eu/>

## Eurostars

### *Institutions objective*

Eurostars is a joint programme between EUREKA and the European Commission, co-funded from the national budgets of 36 Eurostars Participating States and Partner Countries and by the European Union through Horizon 2020. In the 2014-2020 period, it has a total public budget of €1.14 billion. The programme basically gives funding to SMEs who have a high degree of R&D in their business model. The main criteria for funding are: high level of R&D; at least two legal entities involved in the project; the SME should account for 50% of the funding itself; at least two EUREKA countries involved; market introduction is within 24 months of the project's completion etc.

Eurostars supports innovative international projects led by research and development- performing small- and medium-sized enterprises (R&D-performing SMEs). Eurostars has been carefully developed to meet the specific needs of SMEs. It is the first step in international cooperation, enabling small businesses to combine and share expertise and benefit from working beyond national borders.

### *Area of expertise*

The programme mainly focuses on funding. Eurostars is backed by 861 million EUR of national funding from its countries. It is further supported by 287 million EUR of EU funds, for a total of 1.14 billion EUR.

Eurostars applies a decentralised funding procedure; participants do not receive funding directly from the EUREKA Secretariat or the EU. All funding to participants in approved projects is managed by their respective funding body and according to their national funding rules and procedures. These rules and procedures are dependent on the member countries involved in the project. Project partners are advised by National Project Coordinators (NPCs).

### *Degree of leverage*

Brazil is still not Associated member with EUREKA, but it could approach EUREKA to become one. The affiliation known as Associated Country Status was initiated as part of EUREKA's proactive strategy to enhance cooperation with countries outside of Europe judged to have scientific and research potential. EUREKA Associated countries are Canada (2012), Republic of Korea (2009), South Africa (2014) and Chile (2017).

### *Success stories*

There are quite a few success stories outlined on their web page. Most of the highlighted ones are well aligned with the digital sector: "French-Canadian project to Shape search engine boosts design productivity"; "Franco-Finnish consortium developed a new generation of satellite technologies to deliver fast Internet to remote communities"; "Norwegian-led project for Future-proofing digital storage".

### *Location, key people and contacts*

Based in Brussels with a staff of 30 people.

Webpage: <https://www.eurostars-eureka.eu>

## European Institute of Innovation and Technology Digital (EIT Digital)

### *Institutions objective*

EIT Digital is a European digital innovation and entrepreneurial education organisation working to drive Europe's digital transformation. It works as a connector and facilitator of digital innovation in mobilising pan-European ecosystem of over 130 top European corporations, SMEs, start-ups, universities and research institutes. EIT Digital is focused on entrepreneurship and integrating education, research and business by bringing together students, researchers, engineers, business developers and entrepreneurs. The institution has co-location Centres in Berlin, Eindhoven, Helsinki, London, Paris, Stockholm, Trento, as well as in Budapest and Madrid, but also a hub in Silicon Valley. The institution has two main pillars: "innovation and entrepreneurship" and a "Digital Academy" consisting of various educational modules: master, doctoral school, executive training etc. Apart from industry expertise they propose an EIT Digital Challenge, which consists of funding for a winner up to 100 000 EUR, as well as an EIT Accelerator programme, which provides services like access to markets, lead generation etc.

### *Area of expertise*

A broad range of expertise and support for digital startups, from technical expertise to market access expertise and financing. They work around four themes: Digital Wellbeing: prevention and coping; Digital Industry: individualized goods at mass production costs; Digital City: urban quality of life for informed citizens; and Digital Infrastructure: high-performing, secure digital infrastructures.

### *Degree of leverage*

Relevant actor for startups has the triple-helix approach in joining private, public sector and academia, which few of the other institutions have. Probably more relevant for startups and SMEs with a certain level of maturity. The strong advantage is the network of "nodes" and actual offline locations in major cities relevant for startups, e.g. Berlin, London, Paris, Stockholm, which means that startups can capitalize on this network. The connecting "local ecosystems" part of their activity is a bit overlapping with Startup Europe, but EIT Digital seems to take a broader approach with more knowledge focus and also an orientation towards more mature SMEs.

### *Success stories*

EIT Digital refers to the following success stories on their web page:

- Scale-ups supported: more than 200
- Technology transfers: more than 80
- External investment raised: EUR 68 million
- New companies created: 66
- Products and services supported: more than 50
- Over 1 500 students in entrepreneurial digital education programmes

Among the startups they have in their portfolio, they mention FirstBeat, DigiFlak, EAVE, isCleanAir etc.

### *Location, key people and contacts*

Web page: <https://www.eitdigital.eu/>

Headquarters in Brussels: EIT Digital IVZW, Rue Guimard 7, 1040 Brussels, BELGIUM [info@eitdigital.eu](mailto:info@eitdigital.eu)



Dolf Wittkämper, Head of EIT Digital Accelerator

## **European Investment Fund (EIF)**

### *Institutions objective*

The EIF is a specialist provider of risk finance to benefit small and medium-sized enterprises (SME) across Europe. EIF is part of the European Investment Bank Group. Its are the European Investment Bank (EIB), the European Union, represented by the European Commission, and a wide range of public and private banks and financial institutions.

EIF carries out our activities using either our own resources or those provided by the European Investment Bank, the European Commission, by EU Member States or other third parties.

By developing and offering targeted financial products to its intermediaries, such as banks, guarantee and leasing companies, micro-credit providers and private equity funds, EIF strives to enhance SMEs access to finance.

### *Area of expertise*

Financing, in particular: equity products (invest in venture capital and growth funds), microfinance products (equity and loans), debt products (via intermediaries), but also regional development.

### *Degree of leverage*

A key actor in terms of financing SMEs in Europe. Works mainly through intermediaries. restricted to European SMEs.

### *Success stories - examples*

[http://www.eif.org/what\\_we\\_do/equity/news/2017/inventure-fund3-closing.htm](http://www.eif.org/what_we_do/equity/news/2017/inventure-fund3-closing.htm)

[http://www.eif.org/what\\_we\\_do/equity/eaf/index.htm](http://www.eif.org/what_we_do/equity/eaf/index.htm)

### *Location, key people and contacts*

Location: Luxembourg

Website: [www.eif.org](http://www.eif.org)

European Investment Fund's Chief Executive: Pier Luigi Gillibert

## Digital Europe

### *Institutions objective*

Digital Europe represents the digital technology industry in Europe. Its members are IT, telecoms and consumer electronics companies and national associations from every part of Europe. It is basically a lobbying organisation driving policy issues ranging from data regulation to trade policies. They do this by publishing reports and papers and by conducting traditional lobbying work. For example, they have taken a clear position on the issue of the free flow of data and issued various statements about this.

Its mission is to foster, on behalf of its members, a business, policy and regulatory environment in Europe that best realises our vision. We will achieve this by working as positive partners with the European Institutions and other European and global bodies and, through our national trade associations, the member states of Europe.

Digital Europe's members include 62 Corporate members and 37 National Trade Associations from across Europe. It should be noted that most of the corporate members are actually non-European companies, e.g. Amazon, Apple, Microsoft Adobe, Dropbox, Google, Qualcomm, HP, Samsung, Tata, Toshiba. The largest European corporate members are SAP, Ericsson, Schneider Electric. Yet, the national trade associations are mainly European.

### *Area of expertise*

Policy issues and lobbying.

### *Degree of leverage*

Could be a key contact for the Brazilian Ministry of Science and Technology in terms of policy and regulation issues.

### *Success stories - examples*

Not applicable.

### *Location, key people and contacts*

Website: [www.digitaleurope.org](http://www.digitaleurope.org)

Based in Brussels with a staff of approximately 25 managers.

Cecilia Bonefeld-Dahl is currently the Director General of Digital Europe

## International Trade Center

### *Institutions objective*

Although ITC focuses on the least developed countries, it could be helpful in terms of trade policy.

From the ITC website:

*The International Trade Centre (ITC) is the only development agency that is fully dedicated to supporting the internationalization of small and medium-sized enterprises (SMEs).*

*This means that the agency enables SMEs in developing and transition economies to become more competitive and connect to international markets for trade and investment, thus raising incomes and creating job opportunities, especially for women, young people, and poor communities.*

*Established in 1964, the International Trade Centre (ITC) is the joint agency of the World Trade Organization and the United Nations.*

### *Area of expertise*

International trade policy, internationalization, SMEs. The organisation has a sector focus and has specialists in the following sectors:

ITC has also written some interesting reports about e-commerce, which could be relevant for the Brazilian Ministry of Science and Technology.

ITC provides some quite interesting tools: market analysis tool, trade maps, investment maps trade statistics etc.

### *Degree of leverage*

Most relevant for trade policy issues related to e-commerce.

### *Success stories – examples*

Multiple success stories can be found on the web page, example on how "Young techies develop apps to connect women entrepreneurs".

### *Location, key people and contacts*

Aranca González is the Executive Director of the International Trade Centre (ITC)

International Trade Centre (ITC) 54-56 rue de Montbrillant, 1202 Geneva, Switzerland

Telephone: (41-22) 730 01 11

Telefax: (41-22) 733 44 39

Web page: [www.intracen.org](http://www.intracen.org)

## Techstars Europe

### *Institutions objective*

Techstars is a worldwide network aimed at helping entrepreneurs succeed. Techstars was founded in Boulder, Colorado in 2006 by David Cohen, Brad Feld, David Brown, and Jared Polis. Through the Techstars Worldwide Entrepreneur Network, founders and their teams are able to connect to other entrepreneurs, experts, mentors, alumni, investors, community leaders, and corporate partners that will help their companies grow.

Outside the US, Techstars operates accelerators in London and Berlin. Techstars has both industry agnostic "city" programs, and "vertical" programs typically operated in partnership with large corporations.

Techstars has accepted over 1000 companies into its programs. Collectively, these companies have raised over \$3.3B USD and have a market cap of over 8.1 billion USD.

### *Area of expertise*

Entrepreneurship coaching and access to funding.

### *Degree of leverage*

### *Success stories*

Quite an impressive list of success stories can be found [here](#).

*Web page:* [www.techstars.com](http://www.techstars.com)

### *Location, key people and contacts*

London – [Chris Adelsbach](#), Managing Director

Berlin – [Rob Johnson](#), Managing Director

## Other relevant European private actors, e.g. accelerators

The following European private actors, e.g. incubators and venture capital firms are of relevance for Brazilian startups to be familiar with.

Name	Description	Location	Web
Seedcamp	Seedcamp is a first round fund support founders through their Network, Learning, and Capital based, providing the platform to enable you to scale. In eight years they've backed almost 200 companies with one unicorn and 91% having raised further funding to a tune of \$350M.	London	<a href="http://seedcamp.com/">http://seedcamp.com/</a>
MassChallenge	MassChallenge Switzerland is a non-profit organization on a mission to help startups win without taking equity. They also give out over \$2M in equity-free cash prizes globally every year.	Boston, US, Tel Aviv, Roma, Mexico, Zurich, Switzerland and London, UK	<a href="http://switzerland.masschallenge.org/">http://switzerland.masschallenge.org/</a>
Wayra	Wayra is a network of business accelerators with a presence in Europe and Latin America, and 11 hubs located in Brazil, Argentina, Colombia, Chile, Peru, Mexico, Venezuela, Spain, the UK and Germany. Warya is corporate accelerator founded by Telefónica S.A.	11 hubs in Europe and Latin America	<a href="https://www.openfuture.org/es/spaces/wayra">https://www.openfuture.org/es/spaces/wayra</a>
Startupbootcamp	Startupbootcamp support early-stage tech founders to scale their companies by providing direct access to an international network of mentors, partners, and investors. Each program of Startupbootcamp focuses on a specific industry.	Founded in Copenhagen, based in Londo. Strong European focus	<a href="https://www.startupbootcamp.org/">https://www.startupbootcamp.org/</a>
NEXT.amsterdam	NEXT.amsterdam follows a hands-on method helping founders to find a business model that works. They are looking for software-driven startups that solve real problems and are iterating towards a healthy revenue model. They work with committed teams that embrace experimentation and want to build the companies of tomorrow	Amsterdam	<a href="https://next.amsterdam/">https://next.amsterdam/</a>
Beta-i	Beta-i is one of the main entrepreneurship and innovation organizations in Europe. Their 3 main principles: create and boost a network	Lisbon	<a href="http://beta-i.pt/">http://beta-i.pt/</a>

	of entrepreneurship; accelerate startups with global ambition and facilitate their access to investment; and create space, services, and products focused on startups and their methodologies.		
Numa and Station-F	See document B	Paris	<a href="https://stationf.co/fr/">https://stationf.co/fr/</a>
Startup Sauna	Startup Sauna is an accelerator focusing on finding the right product-market fit and go-to-market strategy. They take no equity, and the program is free. Teams can select from a grant of 1000€ or free accommodation during the program. Founded in 2010, they are the leading accelerator in the Nordics, Baltics, Eastern Europe, and Russia.	Helsinki	<a href="http://startupsauna.com/">http://startupsauna.com/</a>
European Accelerator Summit	This forum, network of accelerators could be of interest to look closer at. Sponsored by European Commission.	The summit is changing from year to year.	<a href="http://www.europeanaaccelerators summit.com/">http://www.europeanaaccelerators summit.com/</a>

# 5. Sweden

Short facts

<b>Population</b>	10 million
<b>GDP per capita</b>	51,599 USD
<b>Internet penetration</b>	91%
<b>Main startup hub</b>	Stockholm
<b>Successful startups</b>	Skype, Spotify, Klarna, Mojang, King, iZettle, Truecaller

Overview of ecosystem (mainly Stockholm)

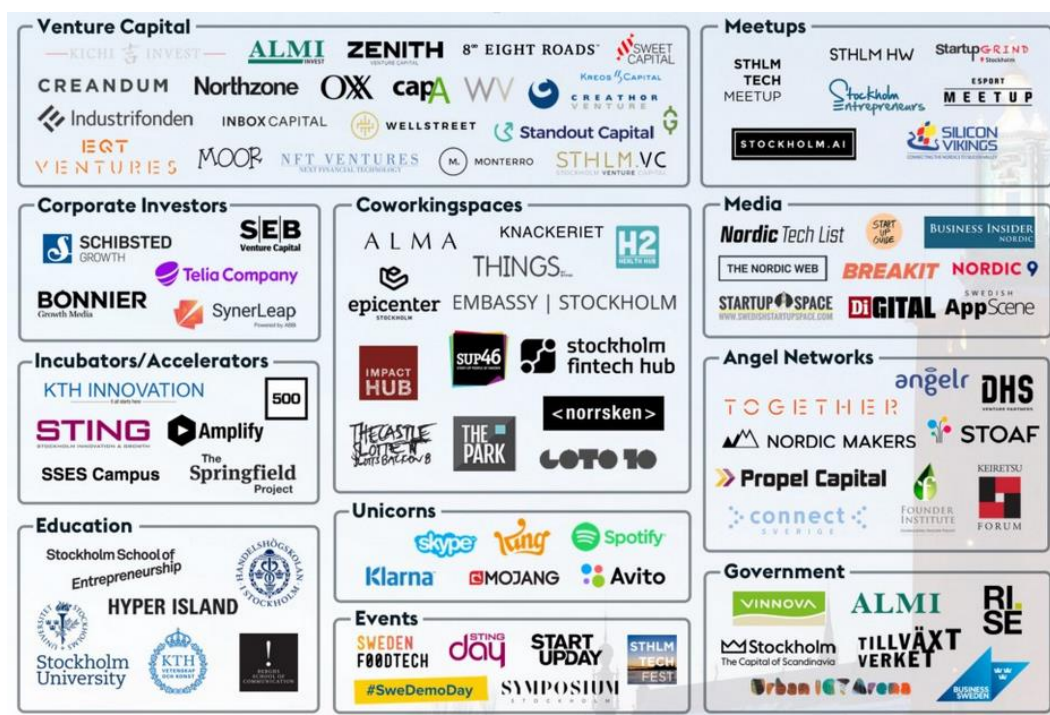


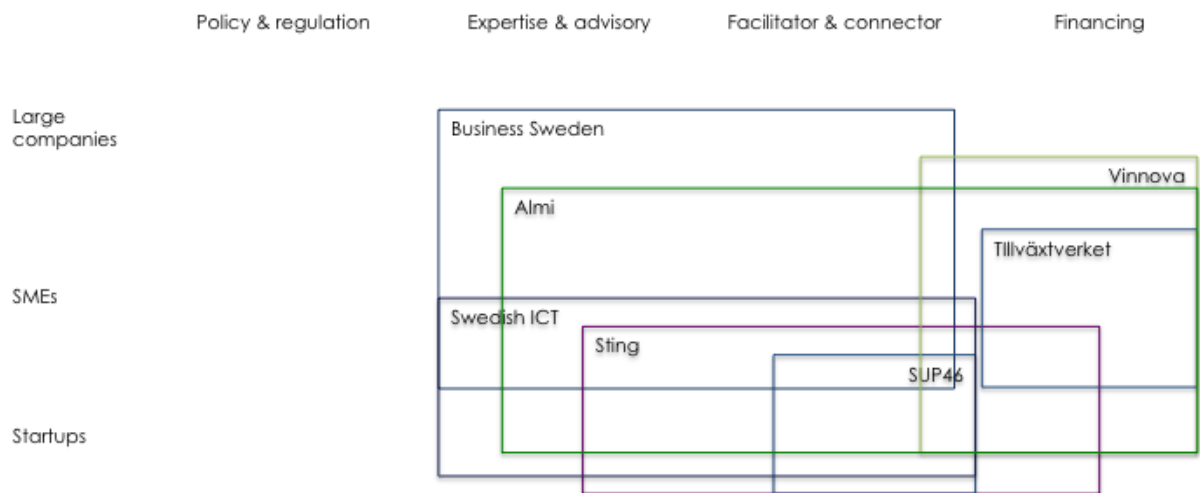
Image source: <https://medium.com/@josephstockholm/a-guide-to-the-stockholm-tech-scene-b16bb079924c>

The following actors have been included:

Name	What is it?	Web
Vinnova	Sweden's innovation agency have a large budget for funding of research projects, and entrepreneurial projects under the Ministry of Enterprise and Innovation.	<a href="http://www.vinnova.se">http://www.vinnova.se</a>
Tillväxtverket	The Swedish Agency for Economic and Regional Growth is a government agency under	<a href="http://www.tilvaxtverket.se">www.tilvaxtverket.se</a>

	the Ministry of Enterprise and Innovation	
<i>Almi</i>	State-owned agency for providing loans, investments and advisory services to Swedish companies.	<a href="http://www.almi.se">www.almi.se</a>
<i>Business Sweden</i>	Sweden's Trade and Investment agency	<a href="http://www.business-sweden.se">www.business-sweden.se</a>
<i>Sting</i>	Stockholm's largest accelerator	<a href="https://sting.co/">https://sting.co/</a>
<i>Sup46</i>	Stockholm's most important co-working place	<a href="http://www.sup46.com">www.sup46.com</a>
<i>Swedish ICT Research</i>	Independent applied research institute. RISE ICT is a division within RISE Research Institutes of Sweden	<a href="https://www.swedishict.se/">https://www.swedishict.se/</a>

### Institutional mapping: Sweden





## Vinnova

### *Institutions objective*

Vinnova is Sweden's government agency for innovation. Its mission is to contribute to sustainable growth by improving the conditions for innovation. This is achieved by funding innovation projects and the research needed to develop new solutions. Each year, Vinnova invests around SEK 3 billion (300 MEUR) in various projects. The funding is always associated with a call for proposals and tender procedures.

Vinnova works with the so-called triple helix model, i.e. to stimulate collaborations between companies, universities and other higher education institutions, public services, civil society and other actors. They also seek to encourage activities on strengthening international cooperation.

### *Area of expertise*

Vinnova staff are specialists in innovation policy. They also have a special focus on projects related to environmental sustainability, circular economy, mobility, urban development and digitalization.

### *Degree of leverage*

Vinnova's model and work in how could be interesting for Brazil. They operate in the nexus of research, entrepreneurship and they integrate public and private actors, on a both national but also international level. They are Sweden's focal point for EUREKA projects (see above). Vinnova also has financing available for startups. Twice a year startups can apply for funding (grants) up to 30 000 EUR. The competition is quite tough, but large budgets are allocated.

### *Success stories*

Given the large yearly budget of Vinnova, they have plenty of success stories.

### *Location, key people and contacts*

(Temporary) CEO: Leif Callenholm

Vinnova is a government agency under the Ministry of Enterprise and Innovation, and the national contact authority for the EU Framework Programme for Research and Innovation. Vinnova employs just over 200 people and has offices in Stockholm and Brussels.

Web page: [www.vinnova.se](http://www.vinnova.se)

## **Tillväxtverket**

### *Institutions objective*

Tillväxtverket, The Swedish Agency for Economic and Regional Growth, is a government agency under the Ministry of Enterprise and Innovation. The agency works to promote economic growth in Sweden. They have a regional focus in their work, and their most important activity is to handle EU funds and allocate them to projects that promote regional growth and employment.

Tillväxtverket also targeted directly to businesses or aspiring entrepreneurs, e.g. to build networks to facilitate cooperation and finance efforts to boost economic growth. Their main interlocutors are companies and regional actors (regional promotion agencies).

### *Area of expertise*

The agency is a specialist in national regional policy linked with entrepreneurship and public funding. They propose several thematic projects: "Regional development", "startup your business", "green growth", "simplification"; "internationalization". They offer training programmes for entrepreneurs in starting up business, but this is more general in its composition and not customised for the digital sector.

### *Degree of leverage*

Tillväxtverket has a broad mandate and is not focused on the digital startup sector, but it is a key player in the Swedish ecosystem, especially for companies not localised in Stockholm, Gothenburg, and Malmö. In some projects, they also collaborate with Vinnova.

### *Success stories*

Unfortunately, their results are only available in [Swedish](#).

### *Location, key people and contacts*

The agency has approximately 430 employees and is located in Arjeplog, Gävle, Gothenburg, Jönköping, Luleå, Malmö, Örebro and Östersund and in Stockholm (headquarters).

Web page: [www.tillvaxtverket.se](http://www.tillvaxtverket.se)

Tillväxtverket's Director-general is Gunilla Nordlöf.

## **Almi**

### *Institutions objective*

Almi is owned by the Swedish government and is the parent company of a group consisting of 16 regional subsidiaries, Almi Invest AB and IFS Consulting AB. Almi has 40 offices across Sweden. They offer advisory services, loans, and venture capital through all phases of the establishment of a business - from idea to the successful company. This includes ideas with the potential for growth in the early stages, as well as existing companies.

### *Area of expertise*

Almi is organized into four business areas - Advisory Services, Loans, and Venture Capital

#### *Degree of leverage*

Almi is an important Swedish actor when it comes to early funding. For startups, it is relatively easy to obtain a micro-loan of 20,000 EUR after providing a business plan. Thereafter, Almi can also finance later stages of financing via their Almi Invest and Almi Venture Capital service. Hence, they have a lifecycle perspective in their business model.

#### *Success stories*

Almi has a webpage dedicated to its [success stories](#).

#### *Location, key people and contacts*

Headquarters located in Stockholm but with 40 regional offices across Sweden.

Web page: [www.almi.se](http://www.almi.se)

CEO: Göran Lundwall, CEO, 08-709 89 24, 070-593 21 52 [goran.lundwall@almi.se](mailto:goran.lundwall@almi.se)

## **Business-Sweden**

#### *Institutions objective*

Business Sweden's purpose is to help Swedish companies to grow their international revenues and international companies to invest and expand in Sweden. They do this by proposing a range of services to Swedish companies, both SME and large companies. Business Sweden was founded on the first of January, 2013, by a merger of the Swedish Trade Council (Exportrådet) and Invest Sweden. Business Sweden is owned by the Swedish Government and the industry, a partnership that provides access to contacts and networks at all levels. Business Sweden has approximately 50 offices around the world with approximately 450 staff.

#### *Area of expertise*

Business Sweden is a specialist in internationalization and investment promotion. The organisation has subsidised services for SMEs and full price services to large corporations. Typical services are market analysis, partners search, recruitment, customer acquisition projects, company establishment, and marketing events.

#### *Degree of leverage*

Business Sweden tries to enter the startup scene more and more and has a "[Going global](#)" program which is a type of accelerator programme for startups with an internationalization perspective including help drafting an internationalization strategy, meet international partners and investors etc.

Yet, Business Sweden's core services are mainly designed for SMEs and larger companies.

#### *Success stories*

Business Sweden supports 2400 companies yearly and has plenty of success stories on their [website](#).

#### *Location, key people and contacts*

Headquarter in Stockholm, but 50 international offices.

CEO: Ylva Berg, ylva.berg@business-sweden.se

Web page: [www.business-sweden.se](http://www.business-sweden.se)

## Sting

### *Institutions objective*

Sting is the leading accelerator and incubator in the Nordics. Since 2002, Sting has worked with over 200 companies, 68 percent of which are still active and growing. Every year Sting evaluates about 600 startups applying for its programs. Only the top five percent are accepted.

### *Area of expertise*

Sting position themselves as a coach and accelerator, but also a connector. They liaise with investors, e.g. startups can apply and obtain 300.000 SEK in investment from the venture capital firm Propel Capital. They can also propose co-working space in five different locations around Stockholm (SUP46, H2, Embassy House (THINGS, SICS in Kista)).

### *Degree of leverage*

An exclusive accelerator programme for startups including Coaching, Financing, Recruitment, Network and community, Marketing, PR, and communication.

### *Success stories*

Yubico, Videoplaza, Volumental, Sellpy, Sudio, Dreams and Karma.

### *Location, key people and contacts*

Web page: [www.sting.co](http://www.sting.co)

Address: THINGS, Drottning Kristinas väg 53, Stockholm

## Sup46

### *Institutions objective*

Startup Hub SUP46 was founded in 2013 to gather the Stockholm startup community. Through its ecosystem of investors, advisors, and partners, members are offered locations and a network to other startups, as well as alumni members.

Their office is located in the heart of Stockholm, it is home to more than 60 startups.

### *Area of expertise*

Workspace, and network vents for the startup community.

### *Degree of leverage*

Key player in the Stockholm ecosystem.

### *Success stories*

Sup46 has had 100 companies going through its working space. They have Truecaller, iZettle and

Tictail as mentor companies. Their members have accumulated 154 MUSD in funding, e.g. to firms like Universal Avenue, Soundtrap, Kry, Unormaly, FunRock. 815 people work for the companies in their current Sup46 setting and in alumni companies (Funded By Me, Fishbrain, Natural cycles).

See more information [here](#).

*Location, key people and contacts*

Web page: [www.sup46.com](http://www.sup46.com)

Address: Regeringsgatan 65, 3f, 11156 Stockholm

## **Swedish ICT Research /RICE ICT**

*Institutions objective*

RICE ICT is a division within RISE Research Institutes of Sweden. The RICE ICT division comprises of RISE Acreo, RISE SICS, RISE Interactive, and RISE Viktoria.

RICE ICT is working on projects for sustainable digitalization in industry and society. They are a facilitator of research within Information and Communication Technologies (ICT) and industry knowledge offering both specific ICT expertise and cross-functional digital solutions.

*Area of expertise*

Applied research in ICT. They collaborate with Enterprise Europe Network, EU SME Support 2020, and Industriell Dynamik. Through RICE ICT and the divisions within RISE (Research Institutes of Sweden), they provide access to testbeds, labs, demonstrators, and expertise.

*Degree of leverage*

RICE ICT has a strong R&D profile but also work with SMEs as a facilitator. They propose services such as Company assessment, Startup Boost, Business Development, and Search for funding (national and EU).

*Success stories*

RICE ICT has a process to create and support new businesses based on our research results. The turnover in spinoff companies with roots in the RICE ICT institutes was 2 billion SEK in 2014.

*Location, key people and contacts*

Web page: <https://www.swedishict.se/>

Address:

Isafjordsgatan 22 / Kistagången 16, Elevator B, 6th floor, Kista, Sweden

[info.ict@ri.se](mailto:info.ict@ri.se) - [reception.ict@ri.se](mailto:reception.ict@ri.se) +46 8 633 15 00 Pether Wallin

Acting Head of RICE ICT [pether.wallin@ri.se](mailto:pether.wallin@ri.se) +46 10-516 61 50

# 6. France

Short facts

<b>Population</b>	66 million
<b>GDP per capita</b>	36,854 USD
<b>Internet penetration</b>	86 %
<b>Main startup hub</b>	France
<b>Successful startups</b>	Deezer, Bla bla Car, Dailymotion, Parrot, Actility, Oodrive

Overview of the ecosystem (mainly Paris)

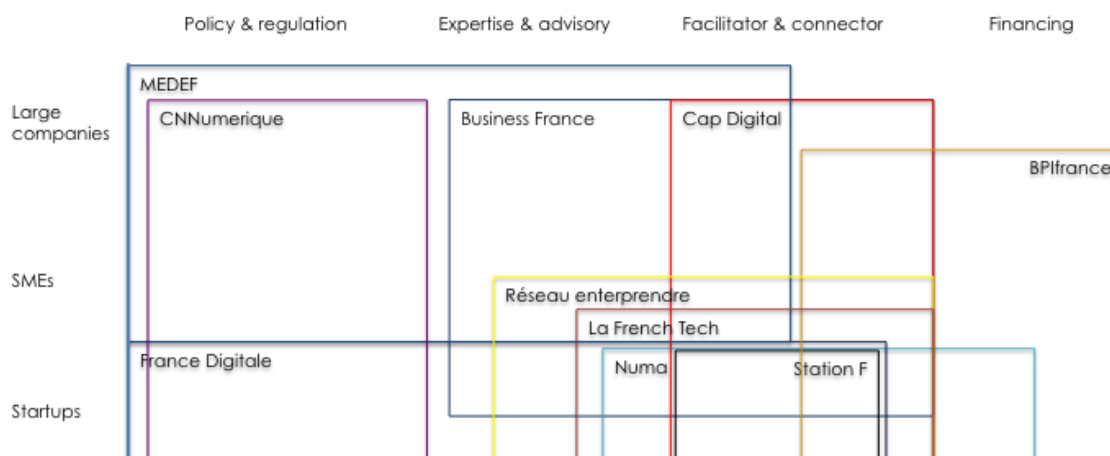


Source: Bartosz Jakubowski - @bartjjj

The following actors have been included:

<b>Name</b>	<b>What is it?</b>	<b>Web</b>
<i>La French Tech</i>	An umbrella initiative by the French government to unite all main actors in the French startup ecosystem. Multiple public partners involved.	<a href="http://www.lafrenchtech.com/">http://www.lafrenchtech.com/</a>
<i>BPIfrance (Le Hub)</i>	Public investment bank and network organisation	<a href="http://www.bpifrance.fr/">http://www.bpifrance.fr/</a>
<i>Business France</i>	France export and investment promotion organisation	<a href="http://www.businessfrance.fr/">http://www.businessfrance.fr/</a>
<i>CAP Digital</i>	French business cluster for digital transformation. 1010 members	<a href="http://www.capdigital.com/">http://www.capdigital.com/</a>
<i>France Digital</i>	Lobbying organisation for the French startup and digital sector (both entrepreneurs and investors)	<a href="http://www.francedigitale.org/">http://www.francedigitale.org/</a>
<i>MEDEF (International)</i>	Employer organisation, 95 % SMEs, lobbying and network activities.	<a href="http://www.medef.com/fr/">http://www.medef.com/fr/</a>
<i>Reseau entreprendre</i>	Network-based organisation for enterprises in general, but important for startups in early stages, not only digital startups	<a href="http://www.reseau-entreprendre.org">http://www.reseau-entreprendre.org</a>
<i>Station F</i>	Startup incubator	<a href="https://stationf.co/">https://stationf.co/</a>
<i>Numa</i>	Startup incubator	<a href="https://paris.numa.co/">https://paris.numa.co/</a>
<i>Conseil National du Numerique</i>	National advisory board for issues related to the digital economy and society	<a href="https://cnnumerique.fr">https://cnnumerique.fr</a>

## Institutional mapping: France



## La French Tech

### *Institutions objective*

La French Tech is an initiative from the French Government in 2013 to channel three main initiatives into one label or project. The sub-objectives were: unite the startup community; give a boost to local accelerators, and brand the French digital and startup community internationally.

La French Tech has developed into a label, but the French government has so far had a quite open attitude to who can use this label since they argue that all companies and all French cities that invest and promote startup activities should consider themselves as startups, or serve the French startup community can use the label.

The project has three five partners – BPIfrance (see below), Business France and La Caisse des dépôts et consignations, which is a state-owned investment actor; Direction Générale des Entreprises (DGE); Ministry for Foreign Affairs; Direction Générale du Trésor; Le Commissariat Général à l'Investissement (CGI).

La French Tech's activity is mainly divided into the following areas and depending on these areas, the different actors above are relevant for accomplishing the task at hand.

- Financing and seed money – BPIfrance;
- Le Pass French Tech – a status that enables startups to obtain VIP status at certain national institutions like BPI France, Business France, Coface etc.
- French Tech Ticket – an international program for foreign startups giving them The French Tech Ticket is a one year program by the French government to attract gifted and ambitious individuals from all around the world and help them set up and develop their startup in France. More than just a startup visa, this 12-month program offers end to end support on the journey from early stage start-up to the successful business – from financial support and training to first customer acquisition. Selected entrepreneurs and projects will work closely with one of the 41 top French partner incubators providing among others mentoring, fundraising strategy, expert advice, and pitch practice. In January 2017, 70 teams will be selected and welcomed to France to start the program.

### *Area of expertise*



La French Tech has a small team but is a decentralized initiative. There are currently 13 cities, which have ongoing startup initiatives, i.e. organise seminars, workshops, investor meetings etc. For example, they solicit publishing agencies in order to be considered for public procurement.

La French Tech is also the umbrella label for international missions, trade fairs etc. They have a "French Tech Centrale" - 300 m2 space in Station F (see below) where they organise meetings, give information, also in English, and where startups can get help with administration etc. This location was inaugurated on the 7<sup>th</sup> of December 2017.

#### *Degree of leverage*

La French Tech is France umbrella organisation for startups and a key player in the ecosystem given the rather hierarchical setting of the French system. The current President Emmanuel Macron is a strong enthusiast for the initiative.

#### *Success stories*

La French Tech does not present any particular success stories in their material, but given their broad view of how one should consider the initiative, they take credit for all success that is linked to French startups.

#### *Location, key people and contacts*

Web page: <http://www.lafrenchtech.com>

Directeur de la Mission French Tech: David Monteau

Location: Paris, Station F <https://www.french-tech-central.com/>

## **Réseau entreprendre**

#### *Institutions objective*

A member network organisation (9000 members) dedicated to job creation and entrepreneurship. Founded in 1986. Réseau Entreprendre started out in 1986 when André Mulliez, an industrialist based in northern France faced with massive layoffs at his company Phildar, launched this visionary, common sense motto: "To create jobs, let's create employers." The organisation is founded on three pillars – the person in focus; it should be free; reciprocity (Beneficiaries are asked to give tomorrow to others what they received today, thereby forging a chain of mutual assistance among entrepreneurs).

The network is structured into 120 sub-associations in 10 countries (Chile and Guyane only associations in Latin America).

#### *Area of expertise*

The organisation offers coaching and mentorship at different stages of business development; they name the programs: "Start-cr ation", "Start-reprise", "Booster", "Ambition". Through the network, members get access to coaching, business contacts and help with financing. For startups. they offer Personal mentoring by a business head, a 15-20 KEUR honour-loan which is both interest-free and collateral-free.

#### *Degree of leverage*

The organisation does not have a pure digital startup focus but also have digital startups as members.

#### *Success stories*

Réseau Entreprendre are thousands of success stories (Michel & Augustin, Envie de Fraise, 727Sailsbag, Guest to Guest, Sushi Daily, Géolid, My Little Paris, Good Goût, Mano Mano, OoGarden

For detailed success stories see [here](#).

#### *Location, key people and contacts*

Location: La Filature Batiment 5, 32 Rue du Faubourg Poissonnière, 75010 PARIS FRANCE, France

Web page: <http://www.reseau-entreprendre.org>

President: Gerard Leseur -General Director: Frédérique Jeske

## **France Digitale**

#### *Institutions objective*

An organisation representing the startup- and digital sector's interests, both for entrepreneurs and investors. It was created in 2013 by 33 entrepreneurs. It is a loose member-based organisation, no political colour. Their main mission is to promote innovation and entrepreneurship and help young people start their digital enterprises. In its essence, it is a lobbying organisation which has had several successful initiatives, e.g. [Les Pigeons](#) movement.

#### *Area of expertise*

*France Digitale* organises events, public debates, around various themes related to the digital sector: blockchain; fundraising; a digital barometer; social implications in the digital sector etc.

#### *Degree of leverage*

Has power in terms of the influence of regulation in the digital sector, and their development could be interesting to follow for Brazil.

#### *Success stories*

They have created a [startup manifest](#) with regulative suggestions, which they push in public debate, e.g. changes in the education system to encourage digital skills, and also in terms of labour laws.

#### *Location, key people and contacts*

Web page: <http://francedigitale.org/>

Presidents: Olivier Mathiot (founder and CEO of Priceminister) and Marie Ekeland (Head of Conseil National du Numérique since end of 2017)

Location: 32 Rue Blanche, 75009 Paris, France

## CAP Digital

### *Institutions objective*

Cap Digital is the French business cluster for digital content and services. It is a non-profit organization established since 2006 as the result of a public policy for the development of economic sectors with strong growth potential located in the same geographical area. Since 2009, the cluster has been implementing the Paris Region's strategy for digital content and services, supporting innovative SMEs in this field.

Its 1010 members are primarily innovative SMEs but also major universities, higher education establishments, research labs, and corporations focused on a specific technology-driven industry (triple helix cluster).

Its members represent French digital industry's most active players.

### *Area of expertise*

Cap Digital provides its members with essential information, networks, and resources. Those include on-going competitive intelligence, training, partnerships, funding solutions and project reviews. Cap Digital is at the core of national R&D and innovation projects through its label accreditation program.

They also publish a lot about digital-oriented themes and have a dedicated website for this purpose: <http://publications.capdigital.com/>

Every year they organise a festival dedicated to digital issues; <https://www.futuresfestivals.com/>. Last year it had 30,000 visitors.

For example, they do market assessment and could assist with funding.

### *Degree of leverage*

Potential for collaboration. Cap Digital recently signed partnership with Greece to work together in the creative digital area.

### *Success stories*

#### *Location, key people and contacts*

Web page: [www.capdigital.com](http://www.capdigital.com)

President: Stéphane Distinguin

Managing Director: Patrick Cocquet

Partnerships: Françoise Colaitis

(Déléguée adjointe en charge de la stratégie et des communautés)  
[francoise.colaitis@capdigital.com](mailto:francoise.colaitis@capdigital.com)

Location: 74 Rue du Faubourg Saint-Antoine, 75012 Paris, France

## **BPIfrance**

### *Institutions objective*

BPIfrance is a French investment bank. It was the joint venture of two public entities: Caisse des dépôts et consignations and "EPIC BPI-Groupe". The institution has an initiative "Le Hub" for startups, or more precisely for connecting digital startups with large French enterprises. Le Hub is positioned as a premium space for startups, which gives them access to decision makers in French public institutions and enterprises. It is interlinked with "La French Tech", and "France Digital" also appears on their website as a partner.

In Le Hub, seminars, pitch sessions and meetings (70 per year) are organised, and their mission is to be a business facilitator. The team working with Le Hub is quite small, around 20 people, but behind them is a large organisation (BPIfrance)

On their website, they also have a list of job market pots: <https://hub-bpifrance.welcomekit.co/>, which serve as a way to attract traffic and relevance and manifests their ambition to be a connector.

They have an accelerator programme, where currently 24 "scale-ups" are enrolled. These will enjoy a 12-month programme of meetings, networking, and international missions. The programme seems to be similar to Business Sweden's "Going global".

A big advantage with Le Hub is its connection with BPIfrance investment and credit offer. They propose a wide range of financial solutions, from micro-credits to large-scale investments.

### *Area of expertise*

Networking and financial services.

### *Degree of leverage*

BPIfrance is one of the core players in the French digital ecosystem given their large funds and their public ownership structure. BPIfrance organises 400 events per year, but with their "Le Hub" structure they have special forums for startups

### *Success stories*

The latest batch of startups enrolling the accelerator program can be found [here](#).

### *Location, key people and contacts*

Web page: <http://www.bpifrance-lehub.fr/>

President of BPIfrance: [Nicolas Dufourcq](#)

6/8, boulevard Haussmann, 75009 Paris/Metro: Richelieu Drouot/Tel : +33 1 53 89 78 78

## Station F

### *Institutions objective*

Station F is a business incubator for startups, located in the 13th arrondissement of Paris. It has an area of 34,000 square meters, with more than 3000 desks, and hosts 26 international startup programs, including programs for entrepreneurship for people from underprivileged backgrounds, immigrants with difficulties to integrate, and refugees. It also hosts events on a regular basis in its seven areas. This incubator was inaugurated in 2017 by President Emmanuel Macron.

### *Area of expertise*

Incubator, event organiser, networking space.

### *Degree of leverage*

Station F is one of the world's largest incubators and has financial backing from key French and international Internet companies like Facebook, Microsoft, Xavier Niel (Free, one of France largest telecom operators), Ubisoft, and Thales.

### *Success stories*

Too new to have any success stories.

### *Location, key people and contacts*

Web page: [www.stationf.co](http://www.stationf.co)

Key people:

Location: Station F is located at 5, Parvis Alan Turing, in the 13<sup>th</sup> arrondissement in Paris.

## NUMA

### *Institutions objective*

Numa has up to date been France largest incubator and accelerator. It has had more than 120 startups since it started in 2011. It is mainly financed by Xavier Niel (who also finances Station F). The activity is based on four main activities: startup accelerator program; events; co-working space, and what they call "corporate innovation". In practice, this refers to collaboration with Corporates and public institutions, with open innovation, intrapreneurship and training. Numa hosts more than 1000 events per year. One of the key assets of Numa is access to French venture capital firms. A team of approximately 40 people work at Numa.

### *Area of expertise*

A holistic view of startup acceleration.

### *Degree of leverage*

Just as Station F, Numa could be a strategic place of entry for Brazilian startups entering the French market. Enables access to a large network of large cooperation's, and access to VC firms. Yet, for the Brazilian Ministry of Science and Technology, it is of low priority in terms of partnerships.

### *Success stories*

More than 195 alumni startups can be found on their website: <https://hub.numa.co/public/alumni>

*Location, key people and contacts*

Web page: <http://numa.co/>

CEO and Co-founder: Marie-Vorgan Le Barzic has been leading NUMA teams and initiatives since 2002. She started the first coworking space and the first startup accelerator in France.

Location: 39 Rue du Caire, 75002 Paris, France

## **MEDEF (international)**

*Institutions objective*

MEDEF (Mouvement des entreprises de France) is a networking and lobbying organisation, and the largest employer federation in France. 95 % of its members are SMEs. It was established in 1998, it replaced the Conseil national du patronat Français (CNPF), which was founded in 1946.

It has more than 750,000 member firms, MEDEF is engaged in lobbying at local, regional, national, and EU-wide levels. MEDEF is considered a right-wing lobbying organisation, driving the agenda of entrepreneurship and labour law.

MEDEF has an international branch, MEDEF International, which organises a number of delegations of French business leaders with tangible projects to targeted countries, especially developing countries. MEDEF espouses "sustainable development", raising companies' awareness to the fact that environmental protection can also feature among their competitive advantages.

Its current president is Pierre Gattaz, CEO of Radiall, elected in 2013.

*Area of expertise*

MEDEF has an initiative called "[Digital Lab](#)" which has made a mapping of international digital ecosystems. They have produced numerous interesting reports (in French) that could be interesting for the Brazilian Ministry of Science and Technology.

*Degree of leverage*

Strong leverage in regulation and policy issues, with the backing of the French industry. Thus, relevant as a speaking partner for policy-oriented issues for startups.

*Success stories*

Not applicable for startups

*Location, key people and contacts*

Web page: [www.medef.fr](http://www.medef.fr)

Address: 5, avenue Bosquet, 75007 Paris

President and CEO: [Pierre Gattaz](#)

Head of the digital labs initiative is Olivier Midière ([Olivier.midiere@medef.fr](mailto:Olivier.midiere@medef.fr))

## **Business France**

### *Institutions objective*

Business France is a French Government agency that was created on 1 January 2015, through a merger between UBIFRANCE and the French Agency for International Investment (InvestInFrance). It has the status of a public institution of an industrial and commercial character, under the supervision of the Ministry of Economy and Finance, the Ministry of Foreign Affairs and International Development and the Ministry of Rural Spatial Planning and Development Territory.

Business France work is divided into four main pillars: 1) promoting French exports; 2) promoting inward investments to France; 3) enable international internships in French companies abroad, also open to candidates from the European Economic area (it is called VIE, which stands for "Volontariat International en Entreprises"); 4) promote the image of France as an attractive business country. More than 6200 young people have completed an international internship in the last 15 years.

### *Area of expertise*

Business France staff are experts in internationalization and investment promotion. Just like Business Sweden, they have a range of services for helping French firms establishing themselves abroad, which are often charged to the French customers. But their services for helping international companies setting up business in France is free of charge (subsidised by the French government).

### *Degree of leverage*

Business France is a key partner for the Brazilian APEX, but could also then be a direct interlocutor for Brazilian startups and enterprises entering the French market. Business France, via their engagement with La French Tech, is particularly interested in working in the startup sector, and in attracting R&D intensive foreign startups to France.

### *Success stories*

Business France has gathered some its success stories [here](#). Among the examples, you can read about a [startup working to reduce air pollution](#) and a [startup that has developed a tool to monitor construction projects](#).

### *Location, key people and contacts*

Web page: [www.businessfrance.fr](http://www.businessfrance.fr)

Frédéric Kaplan, Acting CEO

Location: 77 Boulevard Saint-Jacques, 75014 Paris, France

## **Conseil National du Numerique**

### *Institutions objective*

This is governmental commission that was created in 2011 to supervise and present opinions and recommendations on any issues relating to the impact of digital technologies on the economy and society. The government can consult the Council on new legislation or draft regulations. It has 30 members and was until December 2018 governed by Marie Ekeland (who is also an

advisor in the Startup Europe and in co-president France Digitale)

*Area of expertise*

Their work is divided into four main axes: economy; legal issues; the digital society; and public action. They publish reports and advise to the Prime Minister and other ministers in the government. Some of their key issues concern the digital transformation of SMEs; net neutrality; fight against fake news; digital inclusion; personal integrity on the net; and artificial intelligence. Their work is primarily policy and regulation oriented

*Degree of leverage*

Interesting for policy issues but less relevant for business--oriented aspects of startups.

*Success stories*

Not applicable (more of a think tank)

*Location, key people and contacts*

Main advisory board of 30 staff (non-paid), which is presented [here](#), many high profiles from French digital sector. These are accompanied by seven regular employees called "reporters" and Secretary General.

Secretary General: [Yann Bonnet](#)

Last President: [Marie Ekeland](#)

Web page: <https://cnnumerique.fr/>

Contact: [Lofred Madzou](#)



## 7. Italy

### Short facts

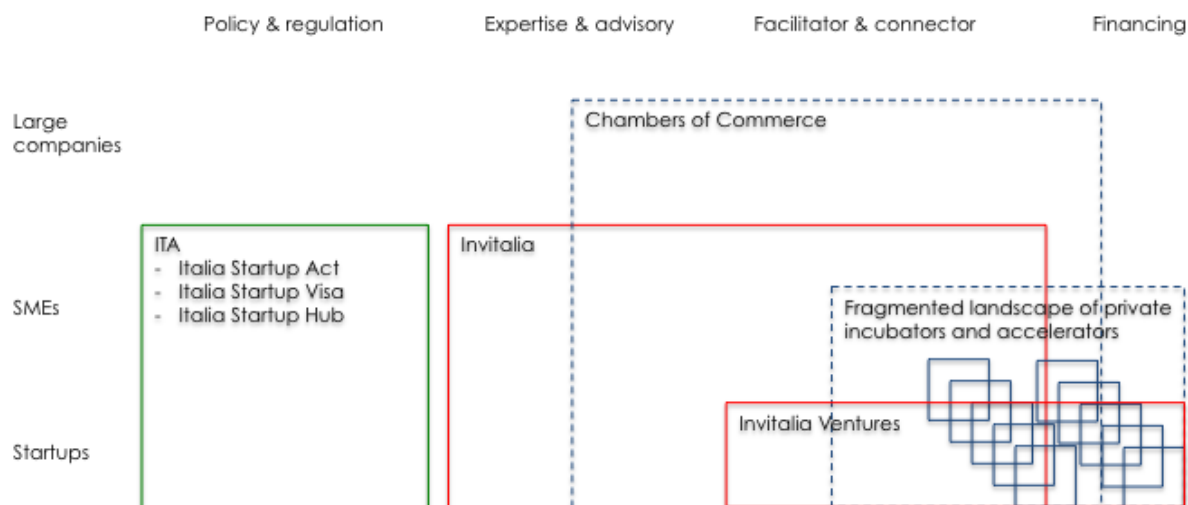
<b>Population</b>	60,6 million
<b>GDP per capita</b>	30 527 USD
<b>Internet penetration</b>	61 %
<b>Main startup hub</b>	Milan
<b>Successful startups<sup>3</sup></b>	Archon, Athonet, MoneyFarm, Mosaicoon, TalentGarden, Decisyon, Funambol, iMedia Comunicazione

The following actors have been included in the analysis, but are not presented in order of priority:

<b>Name</b>	<b>What is it?</b>	<b>Web</b>
<i>Ministry of Economic Development – Italian Trade Agency</i>	Governmental agency responsible for the Italian Startup initiative	<a href="http://www.sitoeng.ice.it/">http://www.sitoeng.ice.it/</a>
<ul style="list-style-type: none"> <li>• <i>Italia Startup Visa</i></li> </ul>		<a href="http://italiastartupvisa.mise.gov.it/">http://italiastartupvisa.mise.gov.it/</a>
<ul style="list-style-type: none"> <li>• <i>Italia Startup Hub</i></li> </ul>		<a href="http://italiastartuphub.mise.gov.it/">http://italiastartuphub.mise.gov.it/</a>
<ul style="list-style-type: none"> <li>• <i>Italia Startup Act</i></li> </ul>		<a href="http://www.mise.gov.it/images/stories/documenti/Executive-Summary-of-Italy-s-Startup-Act-new-format-23_02_2017.pdf">http://www.mise.gov.it/images/stories/documenti/Executive-Summary-of-Italy-s-Startup-Act-new-format-23_02_2017.pdf</a>
<ul style="list-style-type: none"> <li>• <i>Invest in Italy</i></li> </ul>		<a href="http://www.investinitaly.com/en">http://www.investinitaly.com/en</a>
<i>Invitalia</i>	Italy's business, export and investment agency	<a href="http://www.invitalia.it/site/new/home.html">http://www.invitalia.it/site/new/home.html</a>
<ul style="list-style-type: none"> <li>• <i>Invitalia Ventures SGR</i></li> </ul>	Nationally owned VC fund	<a href="http://www.invitaliaventures.it/">http://www.invitaliaventures.it/</a>
<i>Incubators and accelerators</i>	Italy has a fragmented landscape of incubators and accelerators, and no governmental run incubators.	A list of incubators can be found <a href="#">here</a> . Not further analysed.

<sup>3</sup> <http://www.italiangoodnews.com/italian-startups-2017-top-ten/>, and <http://www.italiangoodnews.com/italian-startups-2017-top-ten/>, and <http://startupeuropepartnership.eu/wp-content/uploads/2014/10/SEP-Monitor-September-2014.pdf>

## Institutional mapping: Italy



### Italian Trade Agency

#### *Institutions objective*

ITA – The Italian Trade Agency is the Governmental agency that supports the business development of Italian companies abroad and promotes the attraction of foreign investment in Italy. It is the umbrella organisation for the Italia Startup Act; Startup Hub; and Startup Visa, i.e. a set of initiatives to boost the startup ecosystem in Italy and to attract investments to Italy. The legislation was extended under the reformist government of Matteo Renzi, who came to power in 2014 but left in 2016.

ITA is also responsible for Invest in Italia, which is responsible for: 1) promoting business opportunities; 2) helping foreign investors to establish or expand their operations; 3) supporting investors throughout the investment lifecycle and 4) offering high-level tutoring services for existing strategic investments.

It also has the same mandate as the Brazilian APEX. It has 81 branches in 67 countries.

#### *Area of expertise*

Restricted to regulation and to a certain extent networking. In contrast to the French equivalent “La French Tech” there seem to be no organised team or place around the Italia Startup Act. There is a web platform though, using the hashtag #ItalyFrontiers (<http://startup.registroimprese.it/isin/home>), which was launched on 13 November 2015, #ItalyFrontiers is a new online platform aiming to enrich and expand the existing information assets available for Italian startups. This platform provides for startups and SMEs the opportunity to manage a public profile, totally customisable both in Italian and English. It could be used for matchmaking exercises.

#### *Degree of leverage*

This institution is particularly interesting. It has quite recently put in place interesting policy issues, which will be discussed further in Document A. Through this policy measures it is clear that have a commitment to digital startups.

### *Success stories*

They do not communicate around success stories. Yet their programme Startup Visa for non-EU applicants has yielded 281 applications from 36 only in the 3<sup>rd</sup> quarter of 2017.

### *Location, key people and contacts*

Italia Startup Visa - info.italiastartupvisa@mise.gov.it

Italia Startup Hub - italiastartuphub@mise.gov.it

Location: 00144 Roma, via Liszt 21 – Tel +39.06 59921

Web page: <https://www.ice.it/it>

## **Invitalia**

### *Institutions objective*

Invitalia is the Italian National Agency for inward investment and economic development, governed by the Italian Ministry of Economy. With the aim to boost the country's economic growth, focusing on strategic sectors for development and employment; it is committed to reviving crisis areas and operates mainly in the South of Italy. Further, Invitalia manages all national incentives that encourage the creation of new companies and innovative startups. It finances projects both large and small, targeting entrepreneurs with concrete development plans, especially in innovative and high added value sectors. It provides services to Public Administration to speed up the spending of EU and national funds, as well as to promote cultural heritage.

Finally, it is also the Purchasing Body and Contracting Authority for the execution of strategic actions at local level.

The institution manages several subsidiaries: *Italia Turismo* (redevelops and revives major facilities, especially in the South of Italy); *Infratel Italia* (the Government's Broadband and Ultra-broadband Plans to reduce the digital divide between the Italian regions); *Invitalia Partecipazioni* (manages and divests Invitalia's non-strategic investments); *Invitalia Ventures SGR*, which manages Italia Venture I Fund to actively co-invest with national and international VC to enforce Venture Industry and innovative Italian startups.)

### *Area of expertise*

Invitalia has a broad set of services: *financing* new business via its program "Smart and Start". For example, it can give A non-repayable grant amounting to 20% of the loan, only for startups based in periphery areas (e.g. Basilicata, Calabria, Campania). Moreover, it can give interest-free loan up to 70% of the total investment. The percentage of funding may rise to 80% if the start-up is composed exclusively of women or young people under the age of 35, or if it includes at least one Italian PhD who is working abroad and intends to return to Italy. It also supports large investments through so-called development contracts. Importantly as well, it assists with providing support for proper and effective management of Programmes co-financed with structural and EU funds, e.g. technical assistance to manage EU programmes. Finally, it has a special activity of prioritizing underdeveloped zones in Italy, which have suffered from the industrial crisis (e.g. Rieti, Piombino, Trieste, Murgia, Campania, Anagni-Fiuggi, and Merloni

### *Degree of leverage*

Invitalia is broad business promotion institution with international orientation. Definitely a key interlocutor for the Brazilian Ministry of Science and Technology.

#### *Success stories*

Invitalia claims that it funded approximately 510 innovative startups as an outcome of the Italia Startup Act, and that it has contributed to more than 110 000 self-employment initiatives.

#### *Location, key people and contacts*

Web page: [www.invitalia.it](http://www.invitalia.it)

The CEO and President is Claudio Tesauro. He is one of Italy's leading experts in EU law and competition, particularly regarding telecommunications and media, energy and gas, transport and financial services, insurance and postal services.

Location: Via Calabria, 46 - 00187 Roma Tel.+39 06 421601

### **Invitalia Ventures SGR**

#### *Institutions objective*

Its main objective is to support innovative tech Startups and SMEs in order to increase growth.

The institution is owned by National Agency for Development (Invitalia S.p.A.), Invitalia Ventures manages Italia Venture I Fund to actively co-invest with national and international VC to enforce Venture Industry and innovative Italian startups. Invitalia Ventures fosters Italian added value and competitiveness. Italia Venture I has already a 50 million € first investment commitment by Minister of Economic Development.

Strong collaboration with the European Investment Bank, which for the first time in December 2017 has invested in the Italian Venture Capital industry with a 21,65 million euros commitment into the Italia Venture I Fund which is managed by Invitalia Ventures SGR.

#### *Area of expertise*

The team is quite small, with three investment managers and three business analysts.

#### *Degree of leverage*

Not relevant for partnership with the Brazilian Ministry of Science and Technology, but could well serve as a benchmark for a similar initiative in Brazil.

#### *Success stories*

It has 16 companies in its portfolio

#### *Location, key people and contacts*

Web page:

Ciro Spedalieri, Mario Scuderi, Philippe Tandeau de Marsac

[info@invitaliaventures.it](mailto:info@invitaliaventures.it) +39 06421601 Invitalia Ventures SGR – SpA, Via Calabria n. 46 - Roma (RM) – 00187

## 8. United Kingdom

Short facts

<b>Population</b>	65,64 million
<b>GDP per capita</b>	39,899 USD
<b>Internet penetration</b>	95 %
<b>Main startup hub</b>	London
<b>Successful startups</b>	Global Switch, Oxford Nanopore Technologies, Farfetch, TransferWise, Shazam

Overview of the British ecosystem (mainly London)



Source: [https://www.slideshare.net/tzahiw/the-recipe-for-startup-ecosystem/7-Startup\\_Ecosystem\\_in\\_London\\_VCs](https://www.slideshare.net/tzahiw/the-recipe-for-startup-ecosystem/7-Startup_Ecosystem_in_London_VCs)

This page gives a better overview of the rich UK ecosystem: <https://fi.co/insight/the-london-startup-ecosystem-canvas-a-giant-list-of-startup-resources-in-london>

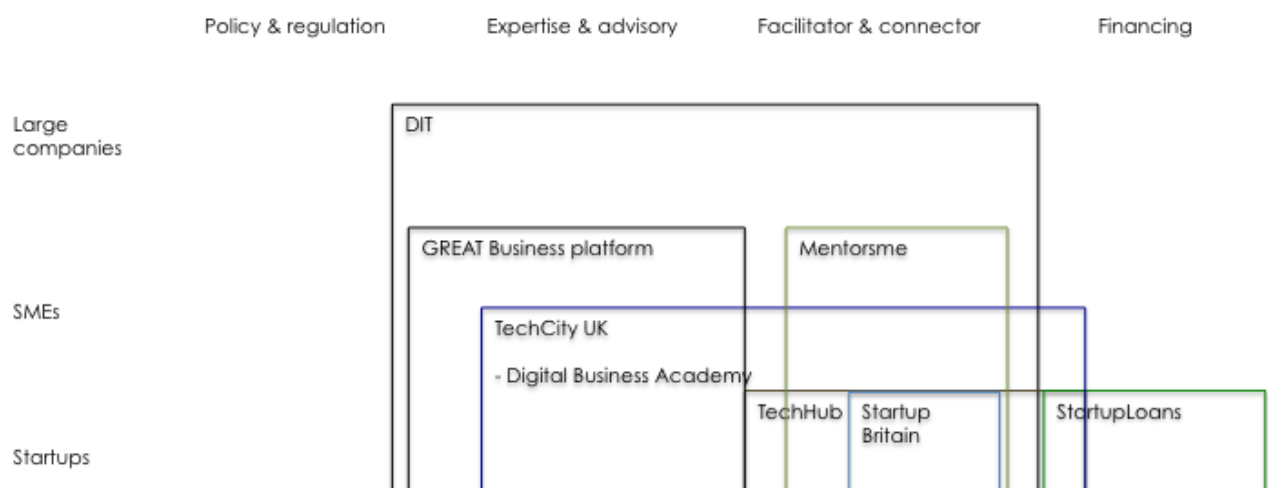
See also: <http://blog.honeypot.io/london-tech-map/> and <http://www.techmap.london/>

The following actors have been included, but are not presented in order of priority:

Name	What is it?	Web
Department for International Trade (former UK Trade and Invest)	UK's trade and invest promotion agency. Large presence abroad.	<a href="https://www.gov.uk/government/organisations/department-for-international-trade">https://www.gov.uk/government/organisations/department-for-international-trade</a>
Tech City UK	A government-backed initiative that helps ambitious tech companies start, scale, and succeed	<a href="https://www.techcityuk.com/">https://www.techcityuk.com/</a>

Digital Business Academy	Digital Business Academy offers 56 expert courses in digital business.	<a href="https://www.digitalbusinessacademyuk.com/">https://www.digitalbusinessacademyuk.com/</a>
Startup Britain	StartUp Britain is a national campaign by entrepreneurs for entrepreneurs	<a href="http://startupbritain.org/">http://startupbritain.org/</a>
StartupLoans	The Start Up Loans Company was established in September 2012, with a mission to help new and early-stage UK businesses access affordable finance and mentoring support.	<a href="https://www.startuploans.co.uk/">https://www.startuploans.co.uk/</a>
Business is Great	A web platform consolidating UK-based services for new firms: financing, employment, advisory services. GREAT is the government's single point of entry destination for information on UK trade, investment, tourism and education.	<a href="http://www.greatbusiness.gov.uk">http://www.greatbusiness.gov.uk</a> <a href="https://www.great.gov.uk">https://www.great.gov.uk</a>
Mentorsme	A mentor program for entrepreneurs.	<a href="http://www.mentorsme.co.uk/">http://www.mentorsme.co.uk/</a>
TechHub	An incubator and community, also present in Riga.	<a href="https://www.techhub.com/">https://www.techhub.com/</a>

### Institutional mapping: United Kingdom



## Department for International Trade (DIT)

### *Institutions objective*

The equivalent to the Brazilian APEX. Professional advisers around the UK and in more than 100 countries, which work closely with regional business promotion agencies. Their main objectives are to coordinate efforts across government and partners, to increase both export and investment opportunities for UK firms and incoming international firms and to provide businesses in the UK with specialist support, advice and access to trade and investment events overseas.

### *Area of expertise*

DIT has staff specialised in particular business areas. Across its network DIT employs around 2,400 staff and advisers, including overseas in British Embassies, High Commissions, Consulates and trade offices, and regional offices in the nine English regions. DIT has the following main services areas: 1) Helping businesses sell overseas; getting local market help to sell overseas; Helping overseas business locate in the UK; Connecting overseas buyers with UK businesses

### *Degree of leverage*

It is an important partner for Brazilian startups and firms entering the UK market, not at least with getting information about legal procedures, starting up subsidiaries etc. Brazil seems to be of priority since one can read on their website that:

*"Initially the information will be for investors from Brazil, Germany, India, Japan, Spain and the USA. We will be adding more countries and sectors during 2017."*

### *Success stories*

No relevant success stories of startups found.

### *Location, key people and contacts*

Web page: <https://www.gov.uk/government/organisations/department-for-international-trade>

Permanent Secretary – Antonia Romeo

King Charles Street, Whitehall, London, SW1A 2AH United Kingdom

Email: [enquiries@trade.gsi.gov.uk](mailto:enquiries@trade.gsi.gov.uk)

Telephone: +44 (0) 20 7215 5000

## Tech City UK (Soon To Be Tech Nation)

### *Institutions objective*

A government-backed institution devoted to helping startups grow. They offer a set of programs depending on the stage the startup is at. They also run events, campaigns, and publish reports and data. The programs are the following:

- *Future Fifty* is for 50 of the UK's fastest growing and most "disruptive" digital technology companies through a curated set of private partners, networking opportunities, and direct links to the UK government.
- *Upscale* is a network of a Series of UK digital technology companies scaling together with

mentoring and support from some of the most successful entrepreneurs in the world, so-called "Scale Coaches".

- *Fintech* is a leading tech sector in the UK. Tech City UK's three-pronged focus to ensure that the UK remains the leading global Fintech nation, includes a Fintech Delivery Panel, a Fintech growth programme, and the Fintech For All competition, supporting digital innovation from fintechs that help improve financial inclusion.
- *Northern Stars* is a pitch competition that seeks to find the 10 most promising tech startups in the North of England.
- *Founders' Network* is a growing network for founders of early-stage tech businesses in the North of England, featuring a series of master classes, meetups, and webinars.
- *Digital Business Academy* is a set of 56 free expert courses designed to teach startups everything there is to know to start, grow or join a digital business. Course content is created by UCL, Cambridge University JBS, Founder Centric and Valuable Content.
- *Tech Immersion* is a programme that takes the participator through the world of startups and the UK digital economy. It's designed for those with little knowledge of the startup world, whether they be corporates, public and private organisations.

#### *Area of expertise*

A team of approximately 25 staff (e.g. *Content Manager, International consulting managers, Finance manager*) co-ordinate the programmes.

#### *Degree of leverage*

Tech Nation is a key stakeholder institution in the UK ecosystem. Their mix of government links as well as programmes at multiple stages in the life cycles is interesting. They also have a nation-wide perspective.

#### *Success stories*

The [yearly report](#) gives a good overview of the results and work of Tech City UK. They have quite impressive results from participants in their different programmes.

#### *Location, key people and contacts*

Web page: <https://www.techcityuk.com>

CEO: Gerard Grech

Government Relations Lead: Maria Palmieri

Location: Runway East, Monmouth House, 58-64 City Road, London, UK

## **Digital Business Academy**

### *Institutions objective*

Started in 2011, it is a sub-organisation under the Digital Business Academy. Their mission is to build a pipeline of high-growth tech businesses by nurturing talent, publishing insightful research, and championing the UK tech sector nationally and internationally. It offers courses related to the digital business sector. In total it has more than 50 courses from the University College London, University of Cambridge and other industry experts. Almost 20% of its graduates report that they are starting digital companies after finishing at least one skill.



#### *Area of expertise*

A training and education facilitator in the digital sector. Digital Business Academy offers 56 expert courses, ranging from developing a digital product, to running social media campaigns, to mastering finance for a business. Digital Business Academy's courses are free.

Each course consists of short video lessons, giving practical advice from experts and entrepreneurs who've been through it all, with interactive elements and quizzes to help the participants practice what they have learnt.

#### *Degree of leverage*

Could be interesting to discuss a partnership for knowledge transfer.

#### *Success stories*

#### *Location, key people and contacts*

Web page: <https://www.digitalbusinessacademyuk.com>

Email: [info@digitalbusinessacademyuk.com](mailto:info@digitalbusinessacademyuk.com)

No offline location is given.

## **Startup Britain**

#### *Institutions objective*

(Not a government-backed institution). StartUp Britain is a national campaign by entrepreneurs for entrepreneurs, harnessing the expertise and passion of Britain's leading businesspeople to unleash entrepreneurship across the UK. The campaign is chaired by [Luke Johnson](#), a well-known British entrepreneur.

Founded by eight entrepreneurs and launched in March 2011 by the Prime Minister, StartUp Britain is completely funded by the private sector, and was launched in response to the government's call for an 'enterprise-led' recovery.

#### *Area of expertise*

Startup Britain concentrates on three types of activities: events, local support and information. For example it has a bus touring around Britain to give advice to startup entrepreneurs. It also provides a map showing important actors and their addresses around Britain.

#### *Degree of leverage*

StartupBritain is a rather small institution, but it has some key trusted advisors like the National Enterprise Network, the Intellectual Property Office, and its main partner NatWest bank.

#### *Success stories*

Not explicitly presented on their website

#### *Location, key people and contacts*

Web page: <http://startupbritain.org/>

Difficult to assess the team behind Startup Britain.

[info@startupbritain.org](mailto:info@startupbritain.org).

No offline location given.

## **StartupLoans**

### *Institutions objective*

A subsidiary of the British Business Bank (a state-owned economic development bank established by the UK Government), delivering the Government's Start Up Loans programme providing finance and support for businesses who struggle to access other forms of finance.

Their mission is to make business ownership a viable career for individuals who struggle to raise finance. The institution provides affordable loans and mentoring to help these individuals start up and succeed. They have a national network of partners who are based across England, Wales, Scotland and Northern Ireland. Finance Partners, Street UK Limited and The Enterprise Loan Fund Ltd (trading as Business Finance Solutions), who are responsible for administering the loan agreements and funds to successful applicants (and are both regulated by the Financial Conduct Authority).

### *Area of expertise*

Financing and loans. They promote the StartupLoan, which is a government-backed personal loan available to individuals looking to start or grow a business in the UK. In addition to finance, successful applicants receive 12-months of free mentoring and exclusive business offers to help them succeed. The loan is unsecured, so there's no need to put forward any assets or guarantors to support an application. All owners or partners in a business can individually apply for up to £25,000 each, with a maximum of £100,000 available per business.

### *Degree of leverage*

Interesting interlocutor in order to develop loans for startups, and to get feedback on the need for financing in general.

### *Success stories*

On their website, they have a section of success stories. Since 2012, Start Up Loans worth a quarter of a billion pounds have been agreed with start-up businesses to support them in getting up and running with finance and support. The government claims that Start Up Loans generate a return on investment to the economy of £3 for every £1 spent. 250 million GBP were invested in Start Up Loans in 2016. The national target is another 10,000 loans per year.

### *Location, key people and contacts*

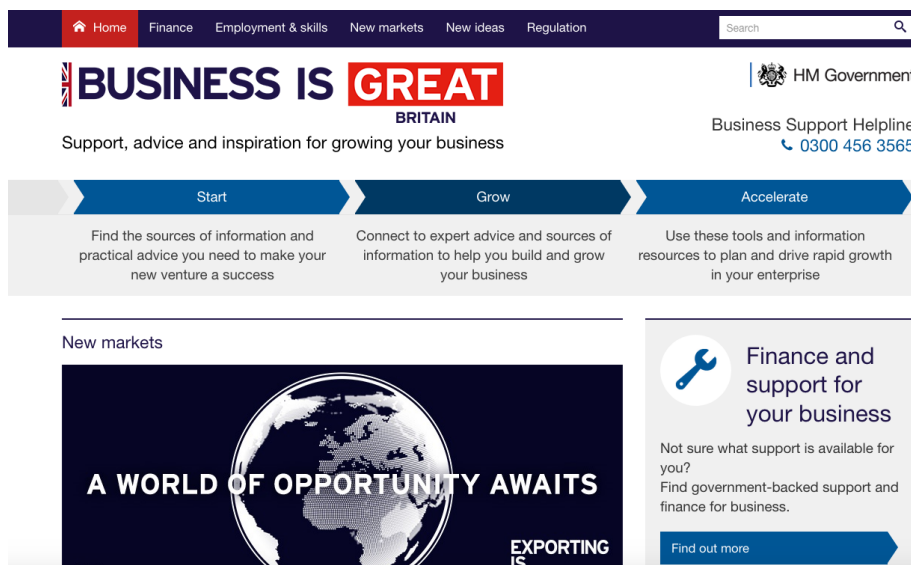
Web page: <https://www.startuploans.co.uk>

No offline location is given.

## **Business is Great**

### *Institutions objective*

Business is Great or “Great Business” is a UK government web platform for the centralising of all information related to starting and running a business in the UK.



#### *Area of expertise*

An information disseminator platform linking all relevant information regarding business. For example, to obtain financial support; expert advisory, or information regarding international expansion. Users can get help in writing a business plan; a financial proposal, to find a business mentor and advice regarding tax and payroll.

#### *Degree of leverage*

A comprehensive and inspirational website from a holistic information perspective for UK entrepreneurs.

#### *Success stories*

N/A.

#### *Location, key people and contacts*

Web page: <http://www.greatbusiness.gov.uk/>

No offline location is given.

## **Mentorsme**

#### *Institutions objective*

mentorsme.co.uk is an online platform for small and medium-sized enterprises looking for mentoring services.

The free site offers businesses access to a list of quality-assured business mentoring organisations across Britain. A search engine allows businesses to refine their searches according to the life stage of their business and their location in Britain.

*Mentorsme's objective is to help businesses find a mentoring organisation to suit their needs in a*

*fast and easy way*

*Area of expertise*

A connector between startups and mentors. They are working with [SFEDI](#) as the agent responsible for researching, developing, maintaining and quality assuring individual and organisational standards for Business Mentoring. SFEDI has been working to develop a quality assurance framework for Mentoring Organisations appearing on [mentorsme.co.uk](#) and have now been appointed to carry out assessment against these standards.

*Degree of leverage*

Similar to the French "Reseau entreprendre" and a niche player in the digital ecosystem in the UK.

*Success stories*

They have a [section](#) dedicated to success stories on their webpage.

*Location, key people and contacts*

Web page: <http://www.mentorsme.co.uk>

No offline location given.

## **TechHub**

*Institutions objective*

(Not a government-backed institution). TechHub is a community for tech entrepreneurs and startups with offices in 8 locations, mainly in Europe. They support over 750 companies in different stages in the development cycle from development to exits. They do not invest in or impose success metrics or membership time limits on the startups.

They finance themselves via membership. Hence it is a private company.

They propose programmes for startups, but startups can also sit and work in their premises; and they organize more than 200 events yearly.

*Area of expertise*

Facilitator, interconnector, incubator.

*Degree of leverage*

Interesting private actor to assess due to their relatively large international presence.

*Success stories*

*Location, key people and contacts*

Web page: <https://www.techhub.com>

Board of five well-reputed executives.

Elizabeth Varley is the Founder and CEO of TechHub,

Key contact for the Brazilian Ministry of Science and Technology would be Ben Hookway (Global Partnership director). He has held C-level positions in three tech startups in both the US and UK, gaining VC funding and achieving successful exits. After moving back to the UK from San Francisco, he settled in the Manchester area but spends most of his time in London.

The London team is the largest team with approximately 9 staff.

Location: 4-5 Bonhill Street, London EC2A 4BX United Kingdom

## 9. Germany

### Short facts

<b>Population</b>	82,67 million
<b>GDP per capita</b>	41, 936 USD
<b>Internet penetration</b>	90 %
<b>Main startup hub</b>	Berlin
<b>Successful startups</b>	Zalando and Rocket Internet

### Overview of the German ecosystem

Germany has a strong startup sector with more than 350 incubators across the country. Berlin is viewed as one of the top startup hubs in Europe with more than 17000 startups and many incubators, maybe even the second one after London.

Germany has two unicorns, Zalando and Rocket Internet, but more than 30 German companies have made IPOs, ten of them outside Germany. The German Federal Government has different Initiatives to improve the situation for startups and has launched some programs (presented below to enable for entrepreneurs to finance their ventures. In terms of institutions, apart from the government-driven initiatives, some German regions (Bundesländer) are driving important initiatives, and have very strong power in the German economy, e.g. Bavaria.

#### Source:

The following actors have been included, but are not presented in order of priority:

Name	What is it?	Web
Federal Ministry For Economic Affairs and Energy	They are interesting since they are behind the EXIST business grant programme, the German Accelerator programme and the Digital Hub initiative	<a href="http://www.exist.de">http://www.exist.de</a> and <a href="https://germanaccelerator.com/">https://germanaccelerator.com/</a> and <a href="https://www.de-hub.de/">https://www.de-hub.de/</a>
Bundesverband Deutsche Startups	A member organisation of more than 500 startups	<a href="https://deustchestartups.org">https://deustchestartups.org</a>
Federal Office for Economic Affairs and Export control	Has some promotion programs for startups, e.g. the program "Förderung unternehmerischen Know-hows"	<a href="http://www.bafa.de/">http://www.bafa.de/</a> <a href="http://www.bmwi.de/Redaktion/DE/Publikationen/Mittelstand/foerderung-unternehmerisches-know-how.html">http://www.bmwi.de/Redaktion/DE/Publikationen/Mittelstand/foerderung-unternehmerisches-know-how.html</a>
Projekträger Bayern	Regional research and Innovation institution in Bayern (one of the largest regions in Germany)	<a href="http://www.projektraeger-bayern.de/">http://www.projektraeger-bayern.de/</a>

Fraunhofer IML		<a href="https://www.impl.fraunhofer.de/">https://www.impl.fraunhofer.de/</a> <a href="https://www.fraunhoferventure.de/de/angebote/projekte/techbridge/mobility-logistics.html">https://www.fraunhoferventure.de/de/angebote/projekte/techbridge/mobility-logistics.html</a>
Mobility Hub in Munich		<a href="https://www.bitkom.org/Themen/Digitale-Transformation-B Branchen/Mobility/Mobility-Hub.html">https://www.bitkom.org/Themen/Digitale-Transformation-B Branchen/Mobility/Mobility-Hub.html</a>
Rocket Internet		<a href="https://www.rocket-Internet.com/">https://www.rocket-Internet.com/</a>
Tech-Gründerfonds (HTGF)		<a href="https://high-tech-gruenderfonds.de/en/#title">https://high-tech-gruenderfonds.de/en/#title</a>

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