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“Good Practices Report on pre-incubation services in the Mediterranean Area”

Version 0.2



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A. Concept Note / Nature of the Document

Workpackage 3 titled “Designed of BRIM” consists a fundamental workpackage for INTECMED project, full of specific activities which will lead to the design of the Mechanism that will facilitate technological transfer & commercialization of research results & strengthens links among research, industry, private sector & citizens.

This mechanism will be based upon one main output: the establishment of Regional Alliances for Innovation Transfer (RAIT) in each involved region. Composed by the 4 regional helix actors (research, institutions, industry and citizens), it will be in charge of the:

- Development of a Business Ready Innovation Mechanism (BRIM) Joint methodology report, which will describe an annual process of “innovation discovery & enhancement” at local level;
- Design guidelines of Mentorship Program for developing and marketing business-ready innovation;
- Design and development of a matching platform (e-Bazaar of Innovation)

All partners participate to this WP since they will be promoters and members of the RAIT of each region involved which will apply the BRIM methodology at local level. Additionally, all partners will exchange knowledge through the “Good incubators practices report” and will co-design the core of the Mentorship program, which will be applied to local beneficiaries in a tailored-made manner. Finally, P1 designs and implements the e-Bazaar based upon functional specifications of all partners, while the latter promote it to innovators and investors.

WP3 is a shared workpackage since it is the basis for the upcoming WPs and activities. It concerns the design of a methodology for establishing and pilot testing an innovation ecosystem bringing together regional and national Stakeholders in several countries of the Mediterranean.

In this context among the activities of WP3 we note *Activity 3.1.4: Good Practices Report on pre-incubation services in the Mediterranean Area.*

Activity 3.1.4 : Description

A report conducted by P5 & LP with the contribution of all partners, will identify good practices on pre-incubation services in the Mediterranean Area. Each partner will perform research in own country and collect and analyze 4-5 practices on pre-incubation/incubation per country. The report will define similarities & differences, applied training methods and performance indicators among the collected practices.

The Report will be used as input during the Mentorship program design.

This guide was designed for use by the INTECMED project partners responsible for designing the mentoring program in a subsequent phase, which was entrusted to the Chamber of Commerce and Industry of Cap Bon and the Chamber of Achaia (Lead Partner) with the participation, contribution and review by all partners.

Generally, this guide is intended for all those who wish to have a tool to analyze good practices in the framework of the development of mentoring programs for young entrepreneurs and idea-makers, particularly in the field of technology and innovation. It can also be useful for all those who wish to carry out an analysis and research work on good practices aimed at the development of entrepreneurial support, the pre-incubation and incubation phase: development organizations, universities, research centers, training centers, local, regional, national, European institutions, etc.

B. Methodology

In this report, we tried to select the best practices implemented by business incubators, their purpose and in particular their training method, in four Mediterranean countries, members of the INTECMED project in order to meet the aspirations planned for this project, with a focus on the offer of incubators, in particular technological and innovation incubators, while presenting and analyzing their level of performance and the factors that make them effective for project promoters.

The methodology defined for the implementation of this guide combines both qualitative and quantitative approaches. Two complementary approaches developed in two phases:

In the 1st step, each group of partners collects information on 5 incubators in their country/region. The partners should take into consideration the criteria commonly agreed and choose those incubators which meet the most these criteria. At this point we have 4 information gathering reports, one per country, like it is mention in the description of the INTECMED Project.

In the 2nd step, Partner 5 (CCI Cap Bon) together with Leader Partner (Chamber of Aicha) analyzed and compiled all the information collected. The final report will define the similarities and differences, applied methods and performance indicators among the practices collected, giving also an overview of the intended INTECMED incubator's nature and components.

Thus we had as feedback 4 reports relating to the 4 member countries of the INTECMED project. Indeed:

1. Greece's report was jointly prepared by

- Lead Beneficiary: Chamber Of Achaia
- Partner 1 : University Of Patras - Special Account For Research Grants

2. Spain's report was jointly prepared by

- Partner 2 : Association of the Mediterranean Chambers of Commerce and Industry
- Partner 3 : Official Chamber of Commerce, Industry, Services and Shipping of Seville
- Partner 4 : Technological Corporation of Andalusia

3. Tunisia's report was jointly prepared by

- Partner 5 : Cap Bon Chamber Of Commerce And Industry
- Partner 6 : National Agency of Promotion of Scientific Research

4. Egypt's report was jointly prepared by

- Partner 7 : Confederation of Egyptian European Business Associations
- Partner 8 : SEKEM Development Foundation

The axes of information collection are divided into 6 tables:

● **Table 1 : Identification**

- | |
|------------------------|
| 1.1 Incubator name |
| 1.2 Incubator Acronym |
| 1.3 City |
| 1.4 Web Site |
| 1.5 Other information |
| 1.6 Selection criteria |

• **Table 2 : Model**

2.1 The property of the incubator
2.3 The nature of the incubator
2.4 The incubator's field of activity
2.5 Main objectives of the incubator
2.6 The nature of the incubator

• **Table 3 : Pre-Incubation**

3.1 Promoter detection
3.2 Entrance
3.4 For who
3.5 The research work should
3.6 For how long
3.7 The incubator will support (services)

• **Table 4 : Incubation**

4.1 For who
4.2 For how long
4.3 SERVICES/ INFRASTRUCTURE Provision of logistics services
4.4 SERVICES / BUSINESS Facilitation of access to information resources
4.5 SERVICES / CONNECTIVITY OF PEOPLE Networking (access to social capital)
4.6 SERVICES / FUNDING Facilitating access to financial resources
4.7 Other SERVICES

• **Table 5 : Performance**

- Number of accompanying persons within the incubator
- Number of incubated projects
- Number of creation
- Number of jobs in the companies created
- Sustainability rate of companies created
- Mention of professional networks accessible through the incubator
- Maintain a relationship after the creation of a business
- Respect of the specifications
- Establishment of a quality approach
- Existence of a shared post-incubation assessment
- Adaptation of the incubation to the progress of projects
- Participation in collective reflections on incubation methods
- Experimentation commitment within the incubator.
- Use of skills repositories for personnel management
- Identification of local actors with key skills
- Information system adapted to the incubator
- Participation in events related to incubation and business creation
- Versatility of staff
- Specialization of incubator staff

• **Table 6 : Qualitative analysis**

N°	Incubator name	qualitative elements and relevant information

Following the collection of data from the various partners in Greece, Spain, Egypt and Tunisia, each using different research techniques such as content analysis, interview, observation and survey, we were able to collect this data online in a second phase. The partners spoke to the incubators on the main issues related to the incubation models, their activity, objectives, selection methods, training methods, measurement of the performance of the incubators.

The results of this first study were used to explore these collected data and to draw from them various findings and statistics. These results are used to understand best practices that make an incubator work and survive to map the right incubator model.

Throughout this report we analyze the good practices collected by the partners and we will try to draw from each phase the best practice in terms of pre-incubation services for each element.

C. Introduction

Entrepreneurship holds one of the keys to creative and innovative economies. These new businesses inject dynamism since when they first enter a market, they provide products and services that do not yet exist locally, and therefore expand consumer choice. Indeed, in an unstable economic climate marked by multiple changes, entrepreneurship is often put forward as a factor in increasing the dynamism and prosperity of a region. In recent years special attention has been paid to the entrepreneur and his organization and the role they play in building the economic and social environment of a country or region. This interest is explained by the growing role attributed to new businesses for job creation and economic growth.

While there seems to be a consensus on the contributions of new businesses to the local economic fabric, the reasons why some regions are more entrepreneurial than others or why some businesses are more successful than others seem less obvious.

For this reason, an analysis of best practices in pre-incubation and incubation services intended for companies and the objective is to examine their relevance, the satisfaction level of support with the beneficiaries, the training methods and the performance measurement effectiveness and management tools.

To achieve this, we are working to put on this analysis which involves the description of five good practices observed in each member country of this project. The accumulated data observed, compared and evaluated are transcribed in this report serves as a tool of procedures within the Mediterranean region whose objective is to identify and validate the relevant dimensions and indicators to understand the performance of the pre-incubation / incubation services allowing to initiate the establishment of a mentoring program and where each stakeholder in the work chain can benefit from a library of experiences rich and varied to identify solid leads.

Concept of business incubator

Incubators are structures that aim to promote the creation of businesses as well as ensuring their proper development during their first years of life. One of the main characteristics of the incubation process is that the project takes place inside a physical structure.

But, with the spread of the pandemic Covid-19 incubators were forced to review their strategy due to the severe impact of this health crisis on the continuation of support programs. That's why adaptation support form was imposed because the Covid-19 pandemic has a severe impact on countries' economies.

In this context of high uncertainty, the future of start-ups has seen promise but also fragility. To better participate in the collective effort and face these obstacles, many incubators, in the all countries, have moved to hosting their programs, and exchanges with entrepreneurs are now done with tools such as Zoom, Go To Webinar, Facebook Live, etc. Now we learn to work together and at a distance this proves that incubation does not need to have a physical structure as we once thought.

Hosting startups offers added value because it allows the centralization of the resources necessary for development of young businesses. In addition to purely logistical assistance, other types of assistance are offered through the incubators network.

This network is formed by a range of actors who can provide support to entrepreneurs in the pursuit of their project. Typically, we find there managers and employees of the incubator, universities, service providers (lawyers, consultants, accountants,) and investors.

In order to continue their support program, the incubators have been forced to adapt, according to the priority needs of the entrepreneurs, in particular by digitalizing the support, which implies reviewing the formats and sequencing, above all that it is imperative to support the actors of the accompaniment, who themselves face problems of adaptation of their actions and mobilization of partners.

The different types of incubators

The concept of an incubator is broad and this type of structure exists in different forms. There is, however, no consensus concerning existing incubator models. This is explained by a classification of incubators based on variables that differ from study to other.

In this variety of classification criteria, we find strategic objectives, activity sectors, income sources, location...

- **Classification 1 :**
 - a) Regional incubators (also called "innovation centers"),
 - b) university incubators,
 - c) independent private incubators
 - d) private business-owned incubators
- **Classification 2 :**
 - a) Generalist incubators: Cover sectors which do not require the establishment of high-intensity research and development programs.

Technology incubators: Specialized in supporting companies whose business is largely based on research and innovation.

The value chain for creating an innovative start-up

Creating an innovative start-up has a major societal impact, especially when it comes to promote scientific and / or technological heritage, in the service of the society well-being.

It is the culmination of an iterative and collective strategy and process aimed at bringing together the constitutional elements of the company, capable of developing an economic model allowing it to fit into a market and produce value for money "in a sustainable way".

The meeting between the idea and the project leader develops along a value chain, which allows the creation of innovative start-up, if all conditions for success are met.

Because of its economic and social role, public policies put on special attention to these companies. Devices and incentives capable of industrializing this process are embedded in the process of creating innovative start-ups, which results in successive stages in the transformation of the project into industry. It remains an uncertain trajectory, fraught with risk and challenges, which only a limited number of successful companies will experience. This trajectory can be summed up in 3 great moments in the innovative start-up life, namely: initiation, launch and development.

a- The concept birth and its survival: First stage: the project maturation

This seed phase is linked to the identification of the opportunity (idea) which is usually done in a scientific research laboratory. Thus, the researcher in collaboration with the project team, studies the technico-economic feasibility of the innovation and anticipates the real market ("proof of relevance") of the new product (good or service), of a new process, manufacturing, a work organization new method or a product marketing new way.

Noting that Innovation is not limited only to the field of pure science and technology. Today, in particular thanks to the evolution of uses and digital, it is possible to bring innovations, among others, at the level of the business model, the commercial approach or in the field of the social and solidarity economy.

The techniques used in this phase are part of an empirical discipline called Technology Transfer.

b- Market launch

During this phase, the researcher or innovator has a prototype or a Beta version of his product to test the market. The validation of the prototype goes through documented and validated tests by professionals (proof of concept) within an incubator or a technology transfer center, whether private or public.

At this stage, the innovator addresses the functional aspect and then the protection of intellectual property, and if necessary files a patent application, which will represent part of his assets.

The creator must, in this phase, land the first contract or letter of intent from a first client who will serve as a witness to generate market interest. Follows the structuring of the project and the description of financing needs according to a plan called fundraising and capital mobilization.

c- Placing into orbit or the industrial stage

Each major step has a corresponding level of risk. For the project to survive, the tangible and intangible capital needed to control risks would have to be gathered.

In this good practice report, we will try in a first block to define the key concepts of incubation terminology for partner countries, then in a second block entitled INTECMED incubator model we will explain through the analysis of the collected data a presentation of good practices to the general approach of the participating countries (I) the process of identification of incubators (II) and the business model (III) for each country.

In a next phase, we present the pre-incubation services (IV) where we will deal with the detection methods of the promoters, the duration of pre-incubation, the services presented, and who are the beneficiaries, the objective of the research work carried out within these incubators.

In a next block, we will discuss the incubation phase (V), the beneficiaries, the duration of this phase, the services and facilities of access to funding provided to promoters and the assistance that can be provided for the entrepreneur to succeed. Finally, to conclude with a qualitative and quantitative (VI) performance measurement indicators reading.

D. Terminology

In this report, and in relation to the existing literature, we noted that the countries participating in the project did not define a specific terminology, and while respecting the different “culture” as well as taking into account the different philosophy followed regarding the promotion of innovation in entrepreneurship of these four countries, we have tried to highlight the following definitions as a starting point.

I. Incubator

After research we find that in Europe, the Centre for Strategy & Evaluation Services (CSES) proposes the following definition: “A business incubator is an organization that accelerates and systematizes the process of successful business creation by providing a comprehensive and integrated range of supports, including a host, business support services, and opportunities to come together and strengthen their networks. (...) A functioning incubator will generate a steady stream of new activities with above-average wealth and job creation potential.”

According to the “The Smart Guide to Innovation-Based Incubators (IBI) published by European Commission at 2010 « *Incubation is a process which tends to be activated whenever there is a need to support entrepreneurs in devel*An incubator is a place where the incubation activities are carried out, and where the would-be entrepreneurs and the existing SMEs find a suitable place, in terms of facilities and expertise, to address their needs and develop their business ideas, and transform them into sustainable realities.

The UK Business Incubation (UKBI) in the United Kingdom and the National Business Incubation Association (NBIA) in the United States propose similar definitions, with emphasis on the concept of process: The incubator sets up a development assistance process that should allow the emergence of businesses.

In concrete terms, incubators offer to their clients a range of services:

- Administrative services (photocopying, accounting, etc.),
- Advice (coaching, tutoring, training),
- Technical services (technical advice, access to expensive equipment),
- Fundraising,
- Networking.

In order to help businesses overcome particular challenges in certain contexts, incubators may offer other services, such as support for processing paperwork or access to venture capital funds or loans.

The high cost of incubators relative to other business supports is generally justified as an “investment in success” as it generates higher survival and growth rates.

Also, Incubators have become eligible according to their location (rural, urban), purpose, objectives (creating employment, profit), configuration (residential, virtual), business model (cooperative, non-profit), main donors, promoters (public, corporate, academic), dominant activity, target clientele type (mixed, industrial, technological,) and obviously a combination of all these criteria.

This can be summarized by adding a multitude of characteristics to the classical typology (public, private, academic) (Albert and Gaynor, 2001).

In particular, the two major families, business incubators and incubators of entrepreneurs, are interesting us in this research by the application of best practices for business incubation and incubation.

(According to the National Business Incubation Association (NBIA) USA), business incubation is a support process that accelerates the successful development and start-up by providing entrepreneurs with a range of special resources and services. The main objective of the business incubator is to create successful, financially viable and independent businesses when they leave the incubator.

In essence, incubators have the potential to create jobs, revitalize neighborhoods, commercialize new technologies, and strengthen national and local economies.

They are most often funded by public funds, non-profit organizations, universities or the private sector.

Last but not least should be referred the “Virtual incubator”: an incubator may still be an incubator even if it doesn’t provide physical incubation services, and concentrates on virtual incubation. This terminology applies to “incubators without walls” and to e-platforms of online services deployed by incubators with physical premises.

II. Pre-Incubation

Pre-incubation usually involves two main activities: a pre-admission program and the selection of entrepreneurs. Pre-admission programs help potential entrepreneurs develop their business idea, business model and business plan so that they have clearly articulated ideas when they start the incubation program.

This phase also often includes an initial assessment of the business idea, entrepreneurship training and individual coaching.

Based on the IBI, “Pre-incubation relates to the overall activities needed to support the potential entrepreneur in developing his business idea, business model and business plan, to boost the chances to arrive to an effective start-up creation. It usually implies a first assessment of the idea, training, and direct one- to-one assistance necessary to put the client in the conditions to write a fully complete business plan. University-affiliated incubators are usually pre-incubators ». (Publications Office of the European Union 2010)

III. Incubation

The main incubation phase includes a range of services that support entrepreneurs from creation to business growth.

This support often lasts up to three or four years, but business incubators generally do not set strict time limits for entrepreneurs.

« Incubation is a process which tends to be activated whenever there is a need to support entrepreneurs in developing their own business. The concept of innovation is not yet being considered as innovation and entrepreneurship are two separate phenomena, albeit intertwined to a great extent. The same definitions of entrepreneur vary within a range where at one extreme an entrepreneur is “anyone who is self-employed or in business”, and at the other an entrepreneur is “a person who pioneers change”. The process, or parts of it, is put in place whenever there is a need of nurturing would-be entrepreneurs to think over and further develop the business idea and transforming it into a viable and sustainable activity. » (Luxembourg: Publications Office of the European Union 2010 — 39 pp. — 21 x 29.7 cm ISBN 978-92-79-14859-0 doi: 10.2776/16668)

Support services generally include access to funding, coaching and mentoring, training courses and workshops, and networking opportunities ; these services are frequently organized and delivered by a range of actors and organizations (universities, government, non-profit organizations, private sector business development service providers, etc.).

Although physical localization is traditionally a very important service, it is only a secondary aspect of the general incubation process; it is only rarely a determining feature.

Business incubation programs are often organized in several stages, with the goal of helping tenant entrepreneurs carry out these steps to complete their project.

E. INTECMED Incubator model

I. Presentation of Good Practices at the participating countries-general approach

Based on the knowledge and information gathered by all partners, we have co-designed a report of best practices from incubators, which will form the core of the mentorship program, which will be shaped to local beneficiaries.

The aim of this report is to draw up best practices from the incubators in the four countries participating in the project in order to take advantage of the best performances and to build on these successes in order to set up a mentoring program in order to support the projects and ideas to lead to the creation of new 12 products and services that allow direct entry into the production market.

Note that the 12 innovative entrepreneurial ideas will be selected by RAIT members in each country and they will have access to the specific Mentorship Programs.

In fact, good practice for the performance of an incubator/service can be analyzed from two perspectives:

- From the result obtained
- From the process of implementation which made it possible to achieve this result.

Finally, the result is the real indicator of the good practice quality.

In fact, the process is also important because it is through understanding the process that other actors can understand how this good practice was possible and how they can learn from it. However, they cannot understand the conditions that enabled this process unless they understand the action context.

This is why we present in this element:

- The context in which these good practices were selected, identifying the determinant factors for their emergence and implementation;
- The selection process itself, which can be divided into two parts:
 - The starting point, specifying how to start the selection of five best practices, carried out by each country partner, according to the relevance of the incubators: proximity (regional incubator, local), activity (multifunctional, technological, etc.), efficiency, awards, awareness, activity scope, etc. ; Noting that this has been defined in advance by the project.
 - In a second step, by using the collected results we select the good practice.

Finally, in order to understand the strength of good practice and help the reader to situate the problem, we have determined a list of qualitative and quantitative performance measurement criteria to be able to identify the good practice key elements, which formed the common thread.

II. Identification

This report includes a series of steps. Thus, in this report, the analytical framework used is mainly best practices in business incubation, the objective of which is to examine their relevance for the evaluation of training methods, the level of performance, incubation services and support to entrepreneurs and project idea developers.

To achieve this, we develop a matrix template to be completed; this implies a collecting data and participant observations, interviews and a documentary sources process by the various partners involved in the project.

D 3.1.4 Good Practices Report on pre-incubation services in the Mediterranean

This matrix includes indicators that were collected and after its consultation each partner had the opportunity to explore its incubation ecosystem and choose five research incubators in his country and following this reading we were able to select 5 incubators and then analyze their business models, services and thus derive the incubation good practices in these Mediterranean countries, partners of the INTECMED Project.

The selection of incubators has been focused on the technology and innovation sector, even with the diversity of incubator typology, to meet the main objective of the INTECMED project, which is to develop locally integrated innovation ecosystems to support knowledge transfer-to make and commercialize research results in order to improve relations between the different actors of innovation and in particular the scientific system, education, the public and private sector mainly SMEs, and even citizens.

To achieve this guide, each of the partners from the 4 participating countries: Greece, Spain, Egypt and Tunisia, selected 5 incubators combining «general purpose incubators», covering sectors that do not require the establishment of high-intensity research and development program and technological incubators specialized in the accompaniment of enterprises whose activity is largely based on research and innovation.

With their typological diversity (regional, residential, university, etc.) and classification, these incubators will be treated in detail in the following section.

TUNISIA	Incubator name	Incubator Acronym	City
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As far as Tunisia is concerned, the incubators were chosen while meeting the criteria of proximity, region (the only technopark in the region), sector of activity (social innovation space), efficiency and performance (1st Tunisian private incubator) in the market.

TUN1	Wiki start up	WSU	Tunis
Web Site	www.wikistartup.tn		
Other information			
Selection criteria	1st TUNISIA private incubator		
TUN2	Reseau National des Entreprises Agricoles	RNPEA	Tunis
Web Site	www.apia.com.tn		
Other information			
Selection criteria			
TUN3	Laboratoire de l'économie sociale et solidaire	Lab'ess	Tunis
Web Site	https://www.labess.tn/		
Other information			
Selection criteria	a social innovation space		
TUN4	Incubateur Accélérateur Start4	Starti4	Sousse
Web Site	https://novationaccelerator.com/starti4/		
Other information			
Selection criteria			
TUN5	pépinière d'entreprises de la Technopole de Borj Cedria	INNOTECH	Soliman
Web Site	www.ecopark.tn		
Other information			
Selection criteria	the only technopark in the region		

SPAIN	Incubator name	Incubator Acronym	City
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For Spain, incubators were chosen based on their differentiation, their performance in the incubation and job creation market, their qualification among the top 10 accelerators in Spain and the business sector (Corporate Accelerator, deep tech) and demarcation in the region.

ES1	Programa Minerva		Seville
Web Site	https://www.programaminerva.es/		
Other information			
Selection criteria	Top 10 Accelerators in Spain / *according to FUNCAS and IEBS Business School. 80% of the projects are at a commercial stage at the end of the process		
ES2	Startup Labs Spain		Sevilla
Web Site	https://www.startuplabsspain.com/		
Other information			
Selection criteria	Inversion perspective		
ES3	El Cubo		Sevilla
Web Site	https://andalucia.openfuture.org/reto/el-cubo/		
Other information	El cubo is an initiative from Andalucía Open Future (collaboration of Regional government of Andalucía and Movistar) and has replicated the model in Málaga (La Farola), Córdoba (El Patio) and Almería (El Cable). We have interviewed El Cubo team for this study.		
Selection criteria	Sustainability Rate of start-ups incubated		
ES4	Espacio RES		Sevilla
Web Site	https://espaciosres.org/		
Other information			
Selection criteria	Jobs created		
ES4	GOHUB		Valencia
Web Site	https://gohub.tech/es/		
Other information			
Selection criteria	Corporate Accelerator, deep tech		

EGYPT	Incubator name	Incubator Acronym	City
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The Egyptian incubators were selected based on their contribution to the promotion and encouragement of entrepreneurship, especially among students in universities and their membership in the sectors of innovation, technology, and innovation, and also these incubators serve outsiders.

EG1	Entrepreneurship Center for Social Impact	ECSI	Cairo
Web Site	https://www.hu.edu.eg/?fbclid=IwAR2LZAWtAeOlevuHRg1xUsUS9A7cT62_fOFxmGLRQg-Jph0H2qNDFXlj6cM		
Other information			
Selection criteria			
EG2	AAST Entrepreneurship Center	AASTEC	Cairo
Web Site	http://www.aast.edu/en/centers/Entrepreneurship/index.php		
Other information			
Selection criteria			
EG3	Technology Innovation & Entrepreneurship Center	TIEC	Cairo
Web Site	https://tieg.gov.eg/English/Pages/default.aspx?fbclid=IwAR2mVdAa3sfUvLZi_m_gJ691cMjP_i2vuXhPDobG-p83NAYb1MLoKd-LqDI		
Other information			
Selection criteria			
EG4	AUC Center for Entrepreneurship and Innovation	CEIAUC	Cairo
Web Site	https://business.aucegypt.edu/research/centers/cei		
Other information			
Selection criteria			
EG5	Faculty of Economics and Political Science Business Incubator	FEPS	Cairo
Web Site	https://fepsbi.net/		
Other information			
Selection criteria			

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GREECE	Incubator name	Incubator Acronym	City
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Greek incubators are almost operating in technological sectors and were selected because of their approach based hosting and organizing hundreds of events of innovation, technology and entrepreneurship, promoting technological innovation and being at the “Patras IQ” as exhibitor . Also we find incubator specialized in encouraging networking opportunities, mentors, international know-how & best practices, access to international markets to connect the startup ecosystem with the market The incubators of Greece were chosen for differentiation, their dynamism at the local level, and their areas of action: innovation, networking, establishment of new collaborations, new jobs and businesses creation.

GR1	Point of Synergy	POS4WORK	Patras
Web Site	https://pointofsynergy.com/		
Other information	POS4work is an entrepreneurship and innovation hub with an international outreach that provides business development programs, entrepreneurial training, and networking opportunities, with the purpose of commercializing innovative ideas and cutting-edge technologies. It serves as a collaboration and capacity building point for new ventures, academic researchers/professors and the dynamic student community of the University of Patras. OS4work Innovation Hub is based in Patras, Greece, and is a registered accelerator in “Elevate Greece”, the official startup platform of the Hellenic Government.		
Selection criteria	Acts as an innovation catalyst in the local ecosystem, where it has organized, hosted and co-organized more than 300 events of innovation, technology and entrepreneurship such as hackathons, meetups, challenges and workshops. Also, forming partnerships that promote technological innovation and entrepreneurship. POS4WORK participates each year at the Patras IQ as exhibitor.		
GR2	ORANGE GROVE PATRAS	ORANGE GROVE	Patras
Web Site	https://orangegrove.eu/		
Other information	Orange Grove is a platform that offers support to young entrepreneurs in Greece. It is a renowned initiative of the Embassy of the Kingdom of the Netherlands in Athens and is financially supported by Dutch-Greek businesses and grant-making foundations active in Greece. Orange Grove helps startups and SMEs by providing them with training, workshops, networking opportunities, mentors, international know-how & best practices, access to international markets and much more!		
Selection criteria	Orange grove is a space that "houses" startups and organizes seminars, workshops and competitions with cash prizes. But mainly it tries to connect the startup ecosystem with the market. As part of its activities, Orange grove has conducted in 6 years more than 12 pitching competitions, the so-called "Squeeze", in which potential entrepreneurs present their ideas..Orange grove has so far helped 250 young entrepreneurs, attracted 149 startups and gained access to 2.5 million euros from investors and European funds.It alsofocuses on women's entrepreneurship. GP participates each year at the Patras IQ as exhibitor.		
GR3	PATRAS SCIENCE PARK	PSP	Patras
Web Site	https://www.psp.org.gr/		
Other information	Patras Science Park (PSP) is one of the six Science and Technology Parks (STPs) established in Greece back in the early 90s under the auspices of the General Secretariat for Research and Technology (GSRT). An initiative of the Foundation for Research and Technology and the Institute of Chemical Engineering Sciences (FORTH/ICE-HT), became in 2001 an independent Public Limited Company (Society Anonym) owned by the Greek Ministry of Finance.Patras Science Park was established according to the model of “Incubator” for New Technology Based Firms (NTBFs). The main scope is to provide high quality infrastructure as well as co-shape the appropriate financial and social conditions that will support and promote the creation, operation and development of innovative firms through spin-off / spin-out processes and the co-operation among the University, Research Centers and the Industry.		
Selection criteria	For over 30 years, PSP supports the growth of innovative, technology based companies across several sectors such as ICT, biotechnology, clean energy and other industrial technologies, contributing to the Regional and National knowledge economy. PSP participates each year at the Patras IQ as exhibitor.		
GR4	Athens Center for Entrepreneurship and Innovation	ACEin	Athens

Web Site	https://acein.aueb.gr/		
Other information	ACEin supports potential young entrepreneurs and researchers in order to turn their innovative entrepreneurial ideas or scientific research results into a sustainable business model and subsequent a start-up company as well as large organisations to tackle specific business problems by collaborating with start-ups and tech-talented people.		
Selection criteria	Years of impact, teams supported, teams incubated, teams funded		
GR5	Athens Startup Business Incubator	Th.E.A.	Athens
Web Site	http://www.theathensincube.gr/		
Other information	The Athens Startup Business Incubator (Th.E.A.) is one of the most important initiatives of the Athens Chamber of Commerce and Industry (ACCI) for entrepreneurship promotion. It supports innovative new business ideas with a strong extroversion potential.		
Selection criteria	Innovation and extroversion		

III. Model

Existing in different forms, incubators have become qualifiable and their classification is based on variables that differ from one study to another.

In this best practice report, all INTECMED partners were given the opportunity to select only five incubators from a wide list of facilities located in their countries.

This choice was based on a variety of ranking criteria, such as strategic objectives, business model, business sectors, dominant activity, etc.

And to extract a relevant analysis, we found it important and necessary to combine at least two tables in order to extract a more relevant analysis

However, our matrix is divided as follows:

a. The property of the incubator / The nature of the incubator (overview)

	The property	No-profit	For profit
University	5	5	
Private entity	5		5
Public-Private partnership	4	3	1
Government	4	4	
NGO + Embassy	1	1	
Chamber of commerce	1	1	
Number of incubators	20	14	6

	Property	Nature
70% (14/20)	- 25% (5/20) University - 20% (4/20) Government - 15% (3/20) Public-Private partnership - 05% (1/20) NGO - 05% (1/20) Chamber of commerce	- all are No-profit
30% (6/20)	- 25% (5/20) Private entity - 05% (1/20) Public-Private partnership	- all are For-profit

Table 1: distribution of the number of incubators according to "The property" & "Nature"

Incubators are structures that have been designed to support entrepreneurs in the development of their business ideas and in order to create jobs revitalize the economy and/or commercialize university innovation. They are most often financed by public funds, by non-profit organizations, by universities or by the private sector.

In our case, from the 20 structures selected :

➤ **Most incubators (70% or 14/20) operate on a no-profit basis**

These incubators which are managed by various entities (universities, governments, NGOs and public-private partnerships) depend heavily on support to help cover their start-up costs and often a high proportion of their operating costs, too.

The most striking is 25% are university incubators whose interest is growing and explaining by their ability to generate and disseminate research and technological and scientific innovation. However, a growing number of universities hold to this concept where students are interested in getting involved and making changes in their community and at a global level whose mission is to contribute to the growth of entrepreneurship through numerous initiatives.

➤ **Although a significant proportion (30% or 6/20) is essentially commercial operations (for-profit).**

In fact, private incubators are driven with a desire for profitability. So, we find 6 incubators whose ultimate goal is profit, of which:

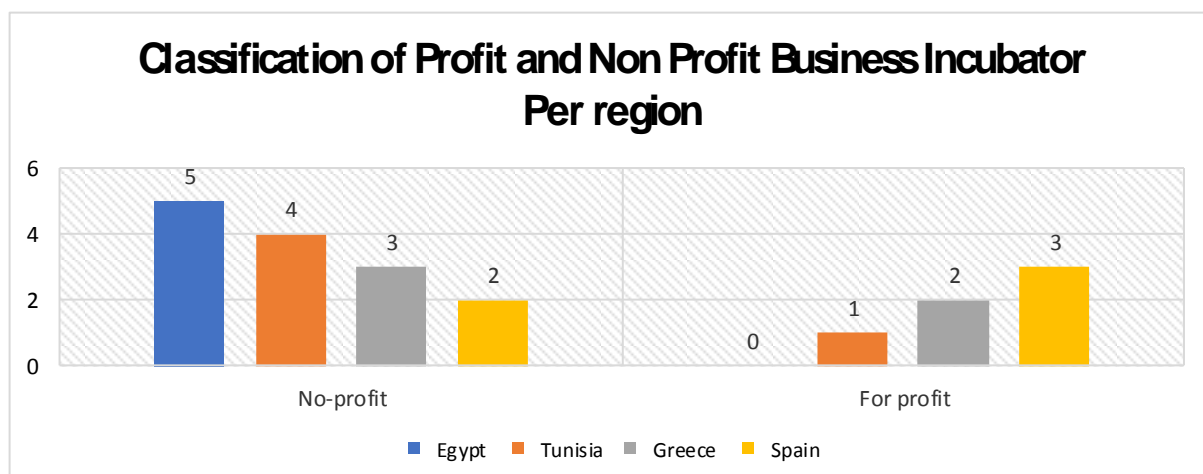
- 5 are managed by Private-Entities
- and only one managed by a Public-Private entity

Even more, we find mixed-ownership incubators combining two (1%) or several public and private players (1%) operating in the development, research and technology sectors. And although they do not all cover basic technological enterprises, they form an important source of support for enterprises management.

b. The property of the incubator / The nature of the incubator (country cases)

Country	No-profit	For profit
- Egypt	5	0
- Tunisia	4	1
- Greece	3	2
- Spain	2	3
Number of incubators	14	6

Table 2 : distribution of the number of incubators according to "Country" & "Nature"



For Egypt :

All identified incubators are no-profit, of which :

- 4 are managed by "university"
- 1 is managed by "government"

For Tunisia :

4 identified incubators are no-profit, of which :

- 3 are managed by "government"
- 1 is managed by "PPP "

1 identified incubator is for profit and managed by "private entity"

For Greece :

3 identified incubators are no-profit, of which :

- 1 is are managed by "university"
- 1 is managed by "CCI"
- 1 is managed by "NGO"

2 identified incubators is for profit, of which :

- 1 is managed by "private entity"
- 1 is managed by "P-P partnership"

For Spain :

2 identified incubators are no-profit, and managed by " P-P partnerships "

3 identified incubators are for profit, and managed by " private entity "

The way in which business incubators are financed and the extent to which they are able to generate sufficient revenue to help cover start-up and operating costs is another critical 'driver' of their success.

Long-term public support may be given if, for example, it can be demonstrated that investment in a business incubator's operations is a more cost-effective way of creating jobs than alternative policy instruments.

However, even where this is the case, there is likely to be pressure on the incubator manager to maximise income generation so that public subsidies are minimised. We would argue, however, that an important measure of a business incubator's success and justification for continued public support is the employment and sales output of tenant companies

- The support of 'stakeholders' and quality of the management team are critical factors in successfully establishing and operating incubators.
- Business incubators are more likely to succeed if they are supported by a broadlybased partnership of public and private sector sponsors. In particular, the capacity to leverage private sector inputs, whether this is in the form of finance or other types of support (e.g. expertise, access to facilities, corporate venturing) is critical.
- However, it also widely recognised that in the early developmental phase, public funding is vital because it can often take a number of years before a business incubator can attract private sector funding and/or generate sufficient income from other sources (e.g. rent) to cover operating costs.

c. Incubators classification by activity sector

- 9/20 incubators have been declared having the "all sectors" as their field of activity. Taking into account that the "technology" sector is included in this group.
 - 7/20 incubators were declared having "technology" as a priority sector.
 - 4/20 incubators have been declared to have specific sectors, but it is clear that these sectors are based on "technology"
- **Thus, it is obvious that 100% of incubators target the technology sector, 45% of which also target other sectors.**

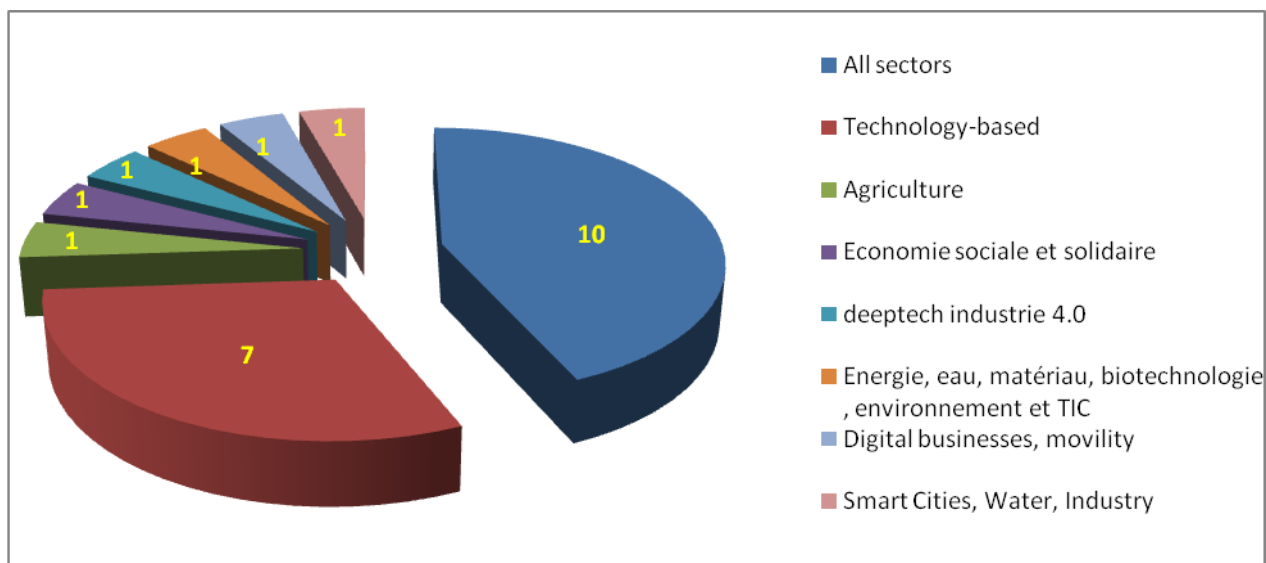


Figure 1: distribution of incubators according to their activity sectors

Case of Tunisia	1 incubator targets the technology sector 4 incubators target specific sectors, but which are also technological in nature ➤ which leads to the conclusion that 5 Tunisian incubators all target the technology sector
Case of Greece	4 incubators target "all sectors", 1 incubator targets the technology sector ➤ We could conclude that all incubators target the technology sector, taking into account that the term "all sectors" includes technology as well. ➤ Which leads to the conclusion that 5 Greek incubators target the technology sector (of which 4 also target other sectors)
Case of Spain	1 incubator targets "all sectors", 4 incubators target the technology sector ➤ which leads to the conclusion that all Spanish incubators target the technology sector also
Case of Egypt	1 incubator targets the technology sector 4 incubators target "all sectors", ➤ Taking into account that "all sectors" include those of a technological nature: all Egyptian incubators also target the technology sector

This activity diversification allowed us to detect a difference in objectives. So that the incubators mentioned in the graph (above), with their activities diversity, they certainly intersect in objectives, differ in others and are distinguished by specific objectives that meet their audience's demands and aspirations.

Incubators expose services to students, small or medium-sized enterprises, and independent profiles in order to meet certain objectives. As well, incubators are different and distinct, they aim to stimulate and support the commercialization of innovation, the development of profitable businesses, job creation and the generation of revenue-generating opportunities.

As regards specialized incubators, in particular those in technology, innovation and research sectors have been active for decades, are an accelerator and an asset in serving the regional and national entrepreneurial ecosystem, by supporting the growth of innovative technology, even companies based in a number of sectors such as ICT, biotechnology, clean energy and other industrial technologies, contributing to the regional and national knowledge economy.

d. Incubators main objectives

Each business incubator, like any organization, should have its objectives. Strategic objectives are the end points and the reasons why the business incubation program exists. These goals are usually set by a key stakeholder and sponsor.

The main objective of this section is to give an overview of the typical objectives that are used across the 4 Mediterranean countries in business incubators. And, finally, to synthesize strategic objectives for the business incubation program (which will of course be different for each particular case).

Business model	Incubators main objectives	Nbr of incubators	
	Development of profitable businesses	16	30%
	Job creation	14	26%
	Commercialization of Innovation	12	22%
	Income generating opportunities	11	20%
	To provide high quality infrastructure	1	2%

Table 3: distribution of the number of incubators according "main objectives"

Data analysis by country

Case of Tunisia	<ul style="list-style-type: none"> the common objective of the 5 Tunisian incubators is "job creation" (4/5) followed by the "Commercialization of Innovation" objective 3/4 including 2 incubators which are managed either by Private entity or PPP followed by the "Income generating opportunities" objective (3/4)
Case of Greece	<ul style="list-style-type: none"> the objectives common to the 5 incubators are "Commercialization of Innovation" & "job creation" followed by the "Development of profitable businesses" & "Income generating opportunities" objectives
Case of Spain	<ul style="list-style-type: none"> the 5 selected incubators are managed either by "Private Entity" (3) or "PPP" (2) the objectives common to the 5 incubators is "job creation" followed by the "Commercialization of Innovation" objective adopted by 3 incubators (3 PPP + 1 Private)
Case of Egypt	<ul style="list-style-type: none"> the 5 selected incubators are managed either by "University" (4) or "Government" (1) the objectives common to the 5 incubators are "job creation" & "Development of profitable businesses" & "Income generating opportunities" only 1 incubator has as objective "Commercialization of Innovation" and which is managed by a "university"

From another point of view we see that (overview) :

****The incubators which are managed by "university" (5) or "government" (4) have as main objectives:**

- 1- Job creation
- 2- Income generating opportunities

****On the other hand, the incubators which are managed by "Private entity" or "PPP" have as main objectives**

- 1- Commercialization of Innovation
- 2- Development of profitable businesses

****Only 2 incubators managed by "university" and 1 incubator managed by "government" have the objective of «Commercialization of Innovation" it is adopted**

The incubators offer services to students and outsiders, small and/or medium-sized enterprises, in order to meet four common objectives: to stimulate and support commercialization of innovation, the development of profitable enterprises, job creation and generating income-generating opportunities.

Even more, we find incubators that their goals are to provide high-quality infrastructure, or to meet the sustainable development goals as the case of Egypt, which may meet a country's public policy.

Also, as the Greek case, the support of innovation and research sectors are fundamental objectives for technology incubators, in particular that incubators are active for decades as accelerators and an asset at the service of the ecosystem through their aims to support the growth of innovative technology enterprises in several sectors such as ICT, biotechnology, clean energy and other industrial technologies, contributing to the regional and national knowledge economy.

These incubators focus their activity on the development of research and the support of companies in their training program, project creation in the fields of scientific research and innovation. These incubators act with methods based on capacity building of incubus and their ideas related to innovation through the organization of incubation programs (6 months) and shorter intensive training programs (vertical or horizontal) on entrepreneurship, also women entrepreneurship and innovation. And of course, training support linked to the appropriate financial and social conditions that support and promote the creation, operation and development of innovative enterprises through spin-off processes.

Also, cooperation between the university, research centers and industry has shown its scale and effectiveness. This can be seen from the performance indicators of Greece, which will be dealt with in a subsequent section.

e. Incubators nature

Incubators often offer the same administrative services and types of facilities, equipment, and operating processes since the majority of incubators leave the incubator after a number of months.

Apart from the traditional services that incubators can offer, they also have the capacity to offer services such as direct advice from professors, student employees, university branding, library services, workshops, laboratories and corresponding equipment related research and development and other social activities.

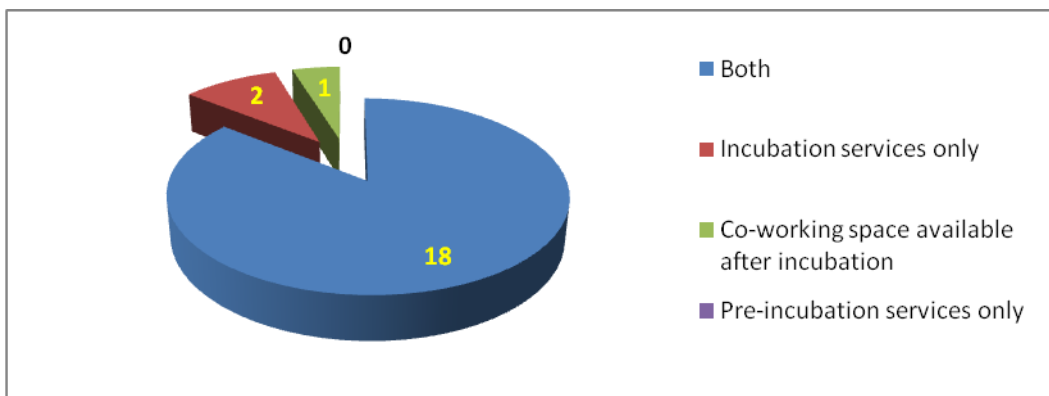


Figure 2: Incubators' nature according to the offered services

Good Practice: Incubator Model

Depending on the typology of incubators treated, we find that shared-ownership incubators have shown more efficiency and effectiveness, particularly sectoral incubators, specializing in technology fields.

IV. Pre-Incubation

Detection of promoters

80% of incubated promoters are selected through calls for applications.

Nearly half of the incubators have three selection methods: the call for applications, the competition and the organization of seminars related to business creation.

Incubators therefore seek to innovate and make the best use of channels to recruit or attract incumbents to their organization. It is certainly more difficult because the incubator is recent.

Pre-Incubation	Promoter detection	Nbr of incubators	
	Call for applications	16	80%
	Competition	13	65%
	organization of seminars on the creation of a business	12	60%
	entrepreneurship training, creativity training...	9	45%
	other not specified	3	15%

Table 4 : Promoter detection

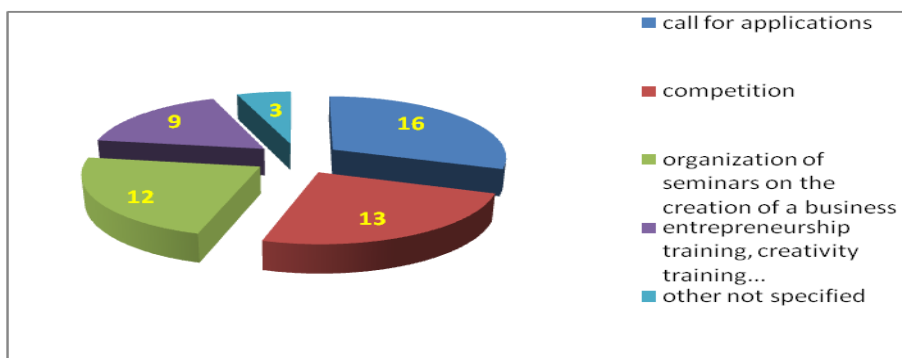


Figure 3: Promoter detection

Entrance mode to the pre-incubation program

In fact, the pre-incubation phase generally includes a pre-admission program. This program helps potential entrepreneurs develop their business idea, their business model and their business plan, so that they have ideas clearly stated when they start the program incubation.

This phase also often includes a first assessment of the business idea, training in entrepreneurship and individual coaching.

So it is obvious that admissions are usually done on an ongoing basis and the selection is made according to the objective and criteria defined by the incubator.

Which is confirmed by the statistics below: all incubators give access to incubation following a selection process.

Moreover the mode most used for the detection of promoters is "Call for applications", which also confirms the requirement of the selection.

Pre-Incubation	Entrance	Nbr of incubators	
Following selection		20	100%
Without selection		2	10%

V. Incubation

a – Incubators: An organisation addressed to student, entrepreneur and independent.

For who	Nbr of incubators	
For companies	19	95%
For independent people	14	70%
For student	13	65%

The distribution of responses was very mixed. Indeed, some incubators target 3 categories, others 2 categories or a single category.

In what follows we will present the distribution of the number of incubators according to their target as well as their owner:

60% (12/20) incubators provide access to incubation to all categories (student / companies / independent)

- 5 incubators are owned by “university”
- 3 incubators are owned by “Government”
- 2 incubators are owned by “Public-Private entity”
- 1 incubators are owned by “Private entity”
- 1 incubators are owned by “CCI”

30% (6/20) incubators provide access to incubation in a single category, distribute as follows :

- 5 incubators aim only "companies", of which :
 - 3 are owned by “Private entity”
 - 2 are owned by “Public-Private entity”

- 1 incubator aim only " student ", that is owned by "Government"

10% (2/20) incubators provide access to incubation in two categories (companies & independent)

- the properties are: 1 Pub-Priv entity - 1 Private entity

Total	Number of Incubator	The property	Incubation : For who ?		
			For student	For companies	For independent
12	5	University	X	X	X
	3	Government	X	X	X
	2	Public-Private partnerships	X	X	X
	1	Chamber of commerce	X	X	X
	1	Private entity	X	X	X
2	1	Private entity		X	X
	1	NGO + Embassy		X	X
6	1	Government	X		
	2	Public-Private partnerships		X	
	3	Private entity		X	

All incubators consulted aim to support entrepreneurs to develop their skills and to provide for them more favorable environment allowing them to succeed to make their business.

Thus, incubators with the variety of their typology and work model, they make this entrepreneurs hope possible to understand what the entrepreneur wishes to operationalize while giving him the necessary tools to identify what he should (or should not) pay attention to.

Tunisia case:

As defined in the table below, in Tunisia, 3 incubators address their offer to all public categories; on the other hand, we distinguish a private incubator that is aimed at students, which forms a differentiation. And, a government incubator targets only those enterprises already established to meet the strategic objectives of the state in terms of upgrading and promoting enterprises.

Incubation For who	TU2 Priv.	TU3 Priv.	TU5 Priv.	TU4 P-P	TU1 Gover
For student	X	X	X	X	
For companies	X	X		X	X
For independent people	X	X		X	

Greece case:

In fact, in Greece, incubators are aimed at first to all students, entrepreneurs and independent, not just members of the University. This broad opening to the public allows any entrepreneur to try his luck to launch or develop his business or commercialize the results of a research. Also, In addition, incubators take into account the categories of young entrepreneurs and also focus on the development of women entrepreneurship.

Incubation For who	GR1 Priv.	GR3 P-P	GR4 Univer.	GR5 CCI	GR2 NGO
For student	X	X	X	X	
For companies	X	X	X	X	X
For independent people	X	X	X	X	X

Spain case:

For the Spanish case, we see that the selection of incubators was based on careful selection criteria, combining differentiation on the market by their ownership. Entities in the majority are private and operating in the framework of partnership, in addition to equity fields, focusing on profit. And as shown in the table below, from five incubators, four are based in the technological field, an activity that appeals to new generations and especially young students, particularly the self-employed who may have technologies to develop.

Incubation For who	ES1 P-P	ES2 Priv.	ES3 P-P	ES4 Priv.	ES5 Priv.
For student					
For companies	X	X	X	X	X
For independent people				X	

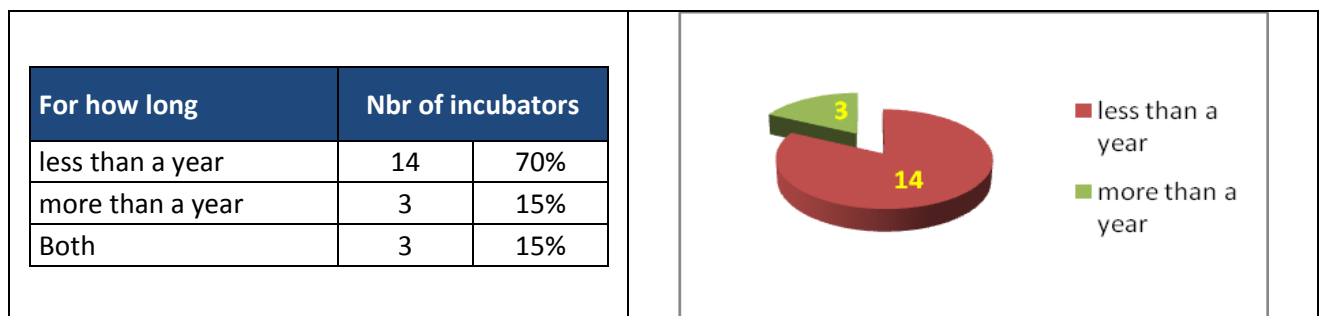
Egypt case:

As we see , academic or government, sector-wide or technology-based, the Egyptian incubator model targets all categories, supporting the different categories of project leaders where they try to maximize the development of companies in the different sectors, including technology.

Incubation For who	EG1 Univer.	EG2 Univer.	EG3 Gover	EG4 Univer.	EG5 Univer.
For student	X	X	X	X	X
For companies	X	X	X	X	X
For independent people	X	X	X	X	X

b- Incubation offer a relative duration depending on the incubation object

Incubators play an essential role in the development of an innovative project. Present both before creation and during the life of the company, they provide project managers with a multitude of services enabling them to launch themselves in the best conditions. This support is conditional and time limited.



For incubators of the INTECMED model, the incubation phase as illustrated in the graphic, indicates that 70 % of Incubators programs does not exceed one year. And, only three (3) incubators exceed one year of incubation and there are also (3) incubators that offer incubation programs that take place in a year or more and programs that last less than one year.

What is significant in all cases is that all these programs, regardless of their duration, contribute to the development of an ecosystem conducive to the emergence and development of startups.

Incubation: Services

Business incubators support structures that help entrepreneurs create and develop businesses. The overall objective of a business incubator is to create and develop businesses and increase their chances of success.

However, other functions are often mentioned, such as supporting local development and strengthening local entrepreneurship ecosystems by bringing together various actors from the public and private sectors.

A traditional feature of business incubators is to provide workspace to entrepreneurs, usually on preferential and flexible terms, for a specific sector or type of business.

This space supply generally includes the provision of utilities like electricity, internet... as well as access to specialized management services such as accounting and facilities and equipment to help them to reduce their overhead costs.

In addition, business incubators provide a variety of support services to entrepreneurs, including business planning and management advice, training and workshops, coaching, mentoring, and financing business creation and development, access to formal and informal business networks and legal services.

So, the analysis indicates that the main services provided by incubators are pre-incubation, business planning, help in raising finance, and networking.

A high proportion of incubators provide services related to: Help with market research, Help with accounting, Help with registration, Coaching.

Far fewer incubators provide services such as access venture capital funds, partner searches, help with human resources issues and recruitment, advice on ICT, and mentoring support.

To initiate and support entrepreneurs in a relational dynamic of the business incubator and its environment, incubators provide a range of services to support entrepreneurs at all stages of their projects through actions that help them overcome the problems they encounter.

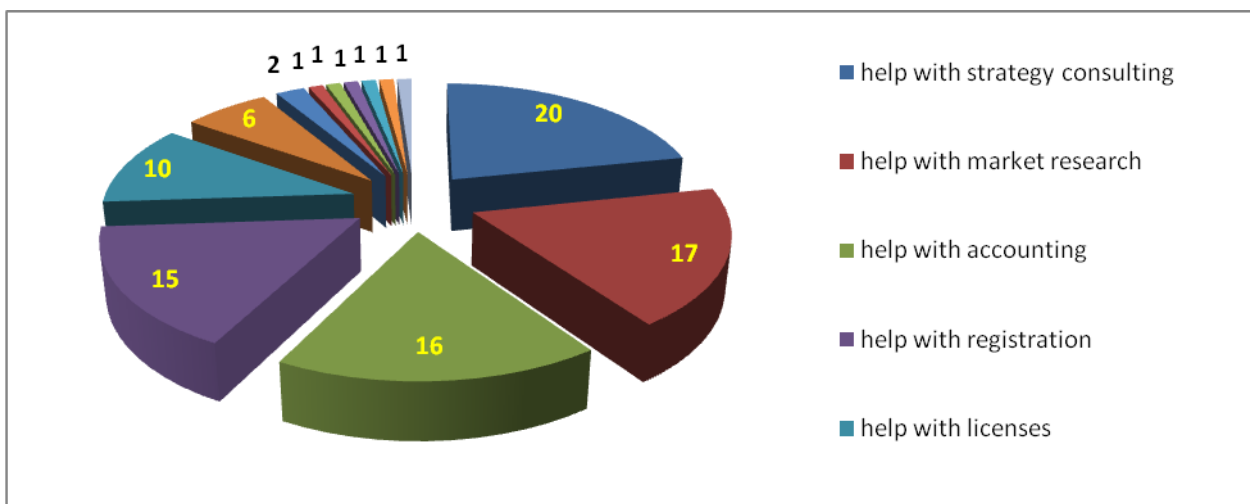


Figure 4: Supporting services offered

As we see in the tables below, incubator service offers can be divided into 3 categories.

First, we see that there is sometimes a consensus for the provision of services related to the business and connectivity of entrepreneurs and other times a variation, this depends on the typology of the incubator, the fields of activity, and even the environment in which it is located, in a technology park,...

However, the indicators in general show good performance with the scores seen in the tables below, so, the basic services are provided in moderation.

Services (group 1)		Nbr of incubators
BUSINESS	Help with strategy consulting	20
CONNECTIVITY	Mentoring	20
CONNECTIVITY	Interaction with other entrepreneurs	20

Services (group 2)		Nbr of incubators
BUSINESS	Help with market research	17
BUSINESS	Help with accounting	16
BUSINESS	Help with registration	15
CONNECTIVITY	Coaching	15

Services (group 3)		Nbr of incubators
CONNECTIVITY	Market links	13
FUNDING	Brokerage	11
BUSINESS	Help with licenses	10
FUNDING	Equity	8
BUSINESS	Assistance for Export facilitation	6

This variety of services offered by incubators shows that each incubator acts to help entrepreneurs with registration, licensing, accounting, strategy consulting, market research, export facilitation.

However, as the support of entrepreneurs depends on the level of structure of the accompanying persons, in relation to the needs of the companies they are trying to help, so it depends on the services that entrepreneurs need.

VI. Performance

A-Qualitative analysis:

The importance of performance indicators for an incubator

The performance of incubators remains limited by the recurring difficulty in defining relevant performance indicators, especially since some of the incubators do not pursue a profit logic.

Therefore, financial indicators traditionally used to judge the performance of private companies cannot be used in the context of incubation.

While we have made an attempt to identify relevant indicators to measure incubator performance, the latter is still unachievable for some. Indeed, among the four countries, only 2 countries were able to provide relative indicators Axis 1 - Financial/ Economic and social development. In fact, Incubators may not share their management details.

For the incubators that have posted their indicators, we have seen that there is disproportion relative to the level of satisfaction and the figures mentioned, But if this work has for main interest to have drawn a new way of evaluation.

The objective of this contribution is therefore to identify and validate relevant dimensions and indicators for understanding incubator performance.

So, Incubators have investors and compete with other devices in the territory to recruit the best start-ups. Also performance indicators are very important to measure the relevance of the program.

To measure the upstream and downstream side of the incubator, there are two types of performance indicators:

- Indicators related to the measuring of the incubator activity as :
 - Number of accompanying persons within the incubator
 - Number of incubated projects
 - Number of creation
 - Number of jobs in the companies created
 - Sustainability rate of companies created

- Indicators related to evaluating the impact of the support program
 - Satisfaction rate of incubates
 - Incubation management process
 - Incubate management process
 - Innovation process
 - Human capital
 - Information capital / Relational
 - Organizational capital

View some incubators do not present information (for want of not being able to collect it)
We will limit ourselves to analyzing the Number of creation / Number of incubated projects rate

Indeed, this rate varies between 40 % to 100 %

- The 5 incubators in Spain have a rate of 100%
- For Tunisia 3 incubators have an average rate of 87%
- two incubators have an average rate of 47 %

The following tables include an overview of the indicators distinguished by axis.

➤ **Axis 1 - Financial / Economic and social development: Indicators to judge whether or not the objectives set with the funders have been achieved**

TUNISIA	TU1	TU2	TU3	TU4	TU5
Number of accompanying persons within the incubator	68	71	10	20	2
Number of incubated projects	100	493	60	10	8
Number of creation	40	217	55	7	77
Number of mentors					
Number of jobs in the companies created	91	611	40	30	100
Sustainability rate of companies created	still active	Long duration	6 years	9 months	3 years

GREECE	GR1	GR2	GR3	GR4	GR5
Number of accompanying persons within the incubator					
Number of incubated projects	100	250	19	90	
Number of creation				12	45
Number of mentors					
Number of jobs in the companies created	GR1	GR2	GR3	GR4	GR5
Sustainability rate of companies created					

SPAIN	ES1	ES2	ES3	ES4	ES5
Number of accompanying persons within the incubator	4	4	2	4	9
Number of incubated projects	15	5	15	12	30
Number of creation	15	5	15	36	30
Number of mentors	ES1	ES2	ES3	ES4	ES5
Number of jobs in the companies created	4	4	2	4	9
Sustainability rate of companies created	15	5	15	12	30

EGYPT	EG1	EG2	EG3	EG4	EG5
Number of accompanying persons within the incubator					
Number of incubated projects	12				
Number of creation					
Number of mentors					
Number of jobs in the companies created					
Sustainability rate of companies created					

- **Axis 2 - Clients / Incubates axis:** Indicators to assess the link between the incubator and its incubates
- **Axis 3 - Incubation process:** Indicators to measure the effectiveness of internal incubation processes.
- **Axis 4 - Learning :** Indicators to pilot learning within the incubator

			totally good :)				totally not good :(
Performance indicators			1	2	3	4	5
Axis 2	Satisfaction rate of incubates	Mention of professional networks accessible through the incubator	7	8	1	1	3
		Maintain a relationship after the creation of a business	6	7	2	3	2
Axis 3	Incubation management process	Respect of the specifications	8	6	2	1	3
		Establishment of a quality approach	6	5	4	1	1
	Incubate management process	Existence of a shared post-incubation assessment	5	6	7	2	0
		Adaptation of the incubation to the progress of projects	4	4	4	0	3
Innovation process	Participation in collective reflections on incubation methods	8	6	3	1	2	
	Experimentation commitment within the incubator.	9	5	2	2	2	
Axis 4	Human capital	Use of skills repositories for personnel management	5	8	4	1	2
		Identification of local actors with key skills	8	8	1	3	0
	Information capital / Relational	Information system adapted to the incubator	7	5	4	2	2
		Participation in events related to incubation and business creation	11	1	4	0	4
	Organizational capital	Versatility of staff	10	1	3	2	4
		Specialization of incubator staff	11	1	3	1	4
TOTAL			105	71	44	20	32

B-Qualitative analysis

- ❖ The majority of the selected incubators are involved upstream to downstream of the incubation process.
- ❖ The new companies created exit the process when they manage to take a significant place in the market.
- ❖ These incubators thus offer a complete chain of support. They seek to integrate all the activities of the value chain of the entrepreneurial incubation sector, in order to ensure a high level of efficiency and effectiveness of the service it offers.
- ❖ These incubators have the role of detecting and fertilizing ideas to transform them into business projects, just as the latter will become businesses after an incubation period. Note that these incubators support project leaders and, on the other hand, it hosts and monitors start-up companies.
- ❖ However, some incubators focus their efforts on ensuring the incubation phase specifically. These incubators are those specialized in supporting one or a few specific project categories such as INNOTECH in Tunisia and El Cubo in Spain.

Regarding pre-incubation, these incubators aim to:

- ❖ Raise awareness and identify carriers of innovative ideas likely to turn into business projects.
- ❖ Help candidates in the preparation of the selection file or entry into incubation.
- **The observation is that all incubators choose project leaders who are at a more advanced level, that is to say those who have been able to effectively combine the strategic component of their project with their psychological component.**

The clients of the incubator should be selected according to clear evaluation criteria suited to the objectives of the incubator.

Pre-incubation should help potential entrepreneurs prepare their applications, but should not be a guarantee of acceptance.

Commercial approach

- ❖ All the incubators studied are designed to improve the growth and success rates of new businesses,
- ❖ To this end, it is evident that they focus on meeting the needs of the incubated entrepreneurs and the provision of high-value profitable services to strengthen their commercial orientation (that of the incubated entrepreneurs).
- ❖ As such, the incubator should take the same business approach to its operation:
 - edit their own clear business plan and action plan,
 - set measurable results in terms of customers, financial sources, etc.

TUNISIA

Incubator / Programs	Object	Target	Process	Services
1-WSU				
Strat Up Nest	incubation and support program	young people with ideas		- Structuring and management of their projects -Training of their teams -Technical support as well as tutoring
Univenture		academic and scientific researchers	Competition	-Capacity Building
Movility	stimulate and strengthen the capacity to generate ideas for innovative projects	engineering students	Selection	1-technical assistance to model the project 2-additional training sessions 3-technical and economic feasibility studies
Start'act Business Accelerator	first startup accelerator	entrepreneurs who want to transform their ideas into sustainable and successful companies	1-Applications 2-Preselection 3-Selection	-Funding - Evaluation days - Bootcamp (3 days) -An interesting entry into the capital -Incubation & full support (6 months) - Personalized mentoring
2-Pépinières d'entreprises agricoles				
			1-Applications 2-Preselection 3-Selection	1) Attractiveness and awareness 2) Ideation and Realization 3) Support and supervision 4) Funding 5) Post-creation follow-up and support
4-Starti4				
Pre-incubation program	technology driven industry 4.0	students and graduates	Competition	-international training and coaching, - in charge of the production of their prototypes.
Acceleration program	or the industry of the future	early stage startups	Competition	-marketing of products and fundraising. -adapted coaching / mentoring, -access to financing
5-INNOTECH				
			Researchers / young graduate students	- personalized support: from business plan to growth and development

GREECE

Incubator / Programs	Object	Target	Process	Services
1- POS4WORK				
pre-incubation incubation	commercialize innovative ideas and cutting-edge technologies	-new companies, -researchers / university professors - student		-commercial development programs, -entrepreneurial training -networking opportunities,
2- OGP				
pre-incubation incubation		young people who want to develop a business		-6 month incubation program -intensive training programs on entrepreneurship and innovation.
3- PSP				
		researchers	-financing of € 50,000, -service of putting in touch with funds, -networking -mentorship program, -PSP infrastructure -access to knowledge -Orientation for commercial and financial planning, Introduction of regional, national and European programs, Information services on intellectual property and patents	
4- ACEin				
Innovation programs		-young entrepreneurs -researchers	Selection 8 to 9 months	-a network of industry experts, - sales mentors, -investors and business partners. -intense mentoring, -pitching opportunities and networking events
Ennovation	commercialize innovative ideas and cutting-edge technologi	-young entrepreneurs -researchers	Competition 8 months	Entrepreneurship component that focuses on innovative ideas that meet a specific market need or opportunity. The Research component is aimed specifically at researchers and research teams

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				The Young Entrepreneurship Stream which specifically targets innovative ideas at a very early stage.
	Conception de projets pratiques et apprentissage du passage d'une idée du prototype à la présentation	lycéens ayant un grand esprit d'entreprise		-conférences et ateliers avec des entrepreneurs créatifs, des innovateurs et des professeurs, les étudiants
YES	Design of practical projects and learning how to move from a prototype idea to presentation	high school students with a great entrepreneurial spirit		-conferences and workshops with creative entrepreneurs, innovators and professors, students
5- Th.E.A				
Pre-incubation program	conclusion of the technical feasibility analysis of the business idea		Selection Three weeks	-full hosting services, -extended advice - empowering support
Incubation program	commercialization of business ideas		After pre-incubation 6 months	-development of marketing plan and their business plan. - networking, -standard accommodation services,
Alumni Program			keep on going	- legal establishment of startups - networking and business development

EGYPT

Incubator / Programs	Object	Target	Process	Services
1-ECSI				
incubation program	social innovation	university students		-support for the design of the business model, -preparation of the business plan, -preparation of entrepreneurs for investment, -consultation and mentoring, -access to the Fab-Lab.
2- AAST				
		Youth		- supply chain incubator, -tourism incubator -incubator of the youth program.
3- TIEC				
InnovEgypt	integrate innovation into academia	University students		individual professional advice to startups and companies in several commercial and technical areas, such as; Finance, digital marketing, sales, business development, marketing, intellectual or legal property. This service is a fully funded board meeting to help entities stand up and take the lead
Innovation Ambassador	foster a culture of innovation and entrepreneurship	University students		
BEST		business leaders		
Next Technology Leaders	technological learning	youth		
AAL	application development, game innovation and entrepreneurship	younger generations		
4- AUC				
	university startup accelerator			
5- FEPS				
	business incubator			- seed funds are provided to incubated startups, -Coaching and mentoring sessions

F. Conclusion

Resolutely committed to supporting the development of the entrepreneurial ecosystem in their regions, the 20 incubators chosen are gradually developing, following economic trends.

Following our analysis, throughout this report, particularly best practices in business incubation, we noted that support in the business start-up process is a unifying element for business success.

Indeed, the incubator environments of the INTECMED model incubator will retain our attention with the contribution they bring to the entrepreneur. In fact, we deduce that all incubators attach importance to the personal and general environment of the entrepreneur, which finally allows developing effective synergies and a relevant and complete offer for all customers. But, there is a common problem is that thematic incubators may target a large pool of start-ups but not have enough candidates due to an unattractive offer (inexperienced team, geographic location, understanding of the specificities of innovation, etc.). However, to succeed in its mission, a good incubator must imperatively operate a strong selection.

All this is part of a sustainable, structured and long-term approach, which will be adopted by the regional alliances for the continuity of the INTECMED project.

Thus, among the whole range of programs, measures and interventions that have been developed and used over the past few decades, incubators seem to be one of the main tools put in place to foster the emergence of entrepreneurs and businesses. Nevertheless, their development has been significant in many countries such as Greece, Spain, Egypt and Tunisia, including technology incubation.

G. ANNEX

Business model	The property of the incubator	TU					GR					ES					EG					Total
		TU1	TU2	TU3	TU4	TU5	GR1	GR2	GR3	GR4	GR5	ES1	ES2	ES3	ES4	ES5	EG1	EG2	EG3	EG4	EG5	
NGO																						0
University										1							1	1		1	1	5
Government			1	1		1													1			4
Private entity		1					1						1		1	1						5
Public-Private partnerships					1				1			1		1								4
Chamber of commerce										1												1
NGO + Embassy								1														1
red = has been noted as OTHER																						
	Total	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	

specific observations	
GR2	Embassy of the Kingdom of the Netherlands in Athens
GR3	General Secretariat for Research and Technology (GSRT) of Greece / Public Limited Company (Soci�t� Anonyme) owned by the Greek Ministry of Finance
GR5	Initially funded by European Regional Development Fund
ES1	Vodafone&Regional Government of Andalusia
ES3	Movistar&Regional Government of Andalusia

Business model	The nature of the incubator	TU					GR					ES					EG					Total
		TU1	TU2	TU3	TU4	TU5	GR1	GR2	GR3	GR4	GR5	ES1	ES2	ES3	ES4	ES5	EG1	EG2	EG3	EG4	EG5	
Non-profit			1	1	1	1		1		1	1	1		1			1	1	1	1	1	14
For profit		1					1		1				1		1	1						6
	Total	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	

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Business model	The incubator's field of activity	TU					GR					ES					EG					Total
		TU1	TU2	TU3	TU4	TU5	GR1	GR2	GR3	GR4	GR5	ES1	ES2	ES3	ES4	ES5	EG1	EG2	EG3	EG4	EG5	
All sectors							1	1	1	1	1				1		1	1		1	1	10
Technology-based		1						1				1	1	1		1			1			7
Agriculture			1																			1
Economie sociale et solidaire				1																		1
deeptech industrie 4.0					1																	1
Energie, eau, matériau, biotechnologie, environnement et TIC						1																1
Digital businesses, movility													1									1
Smart Cities, Water, Industry																1						1
red = has been noted as OTHER																						
	Total	1	1	1	1	1	1	2	1	1	1	1	2	1	1	2	1	1	1	1	1	

Business model	Main objectives of the incubator	TU					GR					ES					EG					Total
		TU1	TU2	TU3	TU4	TU5	GR1	GR2	GR3	GR4	GR5	ES1	ES2	ES3	ES4	ES5	EG1	EG2	EG3	EG4	EG5	
Commercialization of Innovation		1			1	1	1	1	1	1	1	1		1	1		1					12
Development of profitable businesses				1	1		1	1		1	1	1	1	1	1	1	1	1	1	1	1	16
Job creation			1	1	1	1	1	1	1	1	1						1	1	1	1	1	14
Income generating opportunities			1	1	1		1			1	1						1	1	1	1	1	11
To provide high quality infrastructure									1													1
red = has been noted as OTHER																						
	Total	1	2	3	4	2	4	3	3	4	4	2	1	2	2	1	4	3	3	3	3	

specific observations	
GR2	Organise 6-month incubation programmes and shorter intensive training programmes (vertical or horizontal) on entrepreneurship and innovation
GR3	To co-shape the appropriate financial & social conditions that will support and promote the creation, operation and development of innovative firms through spin-off / spin-out processes and the co operation among the University, Research Centers and the Industry.
EG1	In addition to achieving the Sustainable Development Goals.
EG4	nurturing entrepreneurship knowledge in the region; supporting the entrepreneurial ecosystem; while advocating sustainable entrepreneurship that acts as a catalyst for growth and innovation.
EG5	In addition to achieving the Sustainable Development Goals.

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Business model	The nature of the incubator	TU1	TU2	TU3	TU4	TU5	GR1	GR2	GR3	GR4	GR5	ES1	ES2	ES3	ES4	ES5	EG1	EG2	EG3	EG4	EG5	Total	
Pre-incubation services only																							0
Incubation services only						1							1										2
Both		1	1	1	1		1	1	1	1	1	1		1	1	1	1	1	1	1	1	1	18
Co-working space available after incubation															1								1
red = has been noted as OTHER																							
Total		1	1	1	1	1	1	1	1	1	1	1	1	1	2	1	1	1	1	1	1	1	

specific observations	
ES1	The program is structured in different phases, starting from pre-incubation support. Before starting every phase, they narrow down the projects that can continue the program, according to their performance.
ES	Program is divided into 2 phases: months + 4 months
ES	Pre-incubation by means of an open innovation call, before the acceleration program

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Pre-Incubation	Promoter detection	TU1	TU2	TU3	TU4	TU5	GR1	GR2	GR3	GR4	GR5	ES1	ES2	ES3	ES4	ES5	EG1	EG2	EG3	EG4	EG5	Total
call for applications		1	1	1	1		1	1	1	1	1	1		1			1	1	1	1	1	16
competition			1		1	1	1	1	1	1	1						1	1	1	1	1	13
organization of seminars on the creation of a business			1		1	1	1	1	1	1							1	1	1	1	1	12
entrepreneurship training, creativity training...							1	1	1	1							1	1	1	1	1	9
other not specified													1		1	1						3
Total		1	3	1	3	2	4	4	4	4	2	1	1	1	1	1	4	4	4	4	4	

specific observations	
GR1	Organising the "STARTUPS ONLINE" event in monthly basis aiming to promote and enhance the Greek Startup Ecosystem., to build a community that shares the same objectives, welcomes everybody, and is always ready to help by exchanging ideas and spreading the innovation knowledge.
ES1	1 call per year
ES2	Entrepreneurs can ask for inversion or acceleration through a form
ES3	2calls per year

Pre-Incubation	Entrance	TU1	TU2	TU3	TU4	TU5	GR1	GR2	GR3	GR4	GR5	ES1	ES2	ES3	ES4	ES5	EG1	EG2	EG3	EG4	EG5	Total	
following selection		1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	20
without selection					1		1																2
Total		1	1	1	2	1	2	1	1	1	1	1	1	1	1	1	1	1	1	1	1		

specific observations	
ES1	Pre-selection of the applications followed by a pitch session for pre-selected candidates
ES2	Evaluation from the point of view os scalability and profitabilty (investors´ point of view)
ES3	Pre-selection of the applications followed by a pitch session for pre-selected candidates
ES4	Evaluation based on idea of the project, market potential, financial aspects. Pre-selected candidates interview with Espacio RES.
ES5	3 stages: Technical committee, and selection committee. Followed by pitch for Investment committee

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Pre-Incubation	For who	TU1	TU2	TU3	TU4	TU5	GR1	GR2	GR3	GR4	GR5	ES1	ES2	ES3	ES4	ES5	EG1	EG2	EG3	EG4	EG5	Total	
	Research laboratories	1	1			1			1	1	1												6
	Company already incorporated	1	1			1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	18
	Projects at the idea stage	1	1	1	1	1	1	1	1	1	1	1		1	1		1	1	1	1	1	1	18
	Total	3	3	1	1	3	2	2	3	3	3	2	1	2	2	1	2	2	2	2	2	2	

specific observations	
ES2	Companies with a MVP
ES4	All incubated have to pay a small fee to become member of RES.

Pre-Incubation	The research work should	TU1	TU2	TU3	TU4	TU5	GR1	GR2	GR3	GR4	GR5	ES1	ES2	ES3	ES4	ES5	EG1	EG2	EG3	EG4	EG5	Total	
	Offer real perspectives of proven applications	1	1	1				1	1	1	1						1	1	1	1	1	1	12
	Have a scientific carrier who wants to get involved in the creation process	1	1			1			1	1													5
	Require additional technical work	1	1	1	1										1								5
	Total	3	3	2	1	1	0	1	2	2	1	0	0	0	1	0	1	1	1	1	1	1	

Pre-Incubation	For how long	TU1	TU2	TU3	TU4	TU5	GR1	GR2	GR3	GR4	GR5	ES1	ES2	ES3	ES4	ES5	EG1	EG2	EG3	EG4	EG5	Total	
	less than a year	1		1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	19
	more than a year		1				1		1														3
	Total	1	1	1	1	1	2	1	2	1	1	1	1	1	1	1	1	1	1	1	1	1	

specific observations	
ES4	4M+4M

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Pre-Incubation	The incubator will support (services)	TU1	TU2	TU3	TU4	TU5	GR1	GR2	GR3	GR4	GR5	ES1	ES2	ES3	ES4	ES5	EG1	EG2	EG3	EG4	EG5	Total
	Analysis of the pre-fesability of the project ideas		1	1	1	1	1			1		1		1	1		1	1	1	1	1	14
	Idea Validation & Opportunity identification	1	1	1	1		1			1	1	1		1	1		1	1	1	1	1	15
	Training						1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	15
	Entrepreneurial know-how : individual support	1	1	1	1	1	1	1		1	1	1	1	1	1	1	1	1	1	1	1	19
	Entrepreneurial know-how: collective support		1	1	1		1	1		1	1	1		1	1		1	1	1	1	1	15
	Pre- project study (technical-marketing-juridic....)	1	1	1		1	1		1			1	1	1	1		1	1	1	1	1	15
	Co-development sessions to e1change with peers		1	1	1	1	1	1	1	1	1						1	1	1	1	1	14
	Connections with an ecosystem of actors	1		1		1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	18
	Privileged access to the fablab						1	1	1			1			1		1	1	1	1	1	10
	Access to a dedicated workspace			1	1		1			1	1	1	1	1	1	1	1	1	1	1	1	15
	Communication - media - visibility											1				1						2
	Internationalization support															1						1
	Generic mentoring														1							1
	what is in red = has been noted as OTHER																					
	Total	4	6	8	6	5	10	6	5	8	7	10	5	8	10	6	10	10	10	10	10	

specific observations	
ES2	Every company can ask for support in different fields according to their needs (3 mentors, 5h/month each)
ES4	Generic mentoring in phase 1 (seed idea project), 1 session / week
ES5	Integration of pilot projects in the corporate (50k budget). Internationalization support

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Incubation	For who	TU1	TU2	TU3	TU4	TU5	GR1	GR2	GR3	GR4	GR5	ES1	ES2	ES3	ES4	ES5	EG1	EG2	EG3	EG4	EG5	Total
For student			1	1	1	1	1		1	1	1						1	1	1	1	1	13
For companies		1	1	1	1		1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	19
For independent people			1	1	1		1	1	1	1	1				1		1	1	1	1	1	14
Total		1	3	3	3	1	3	2	3	3	3	1	1	1	2	1	3	3	3	3	3	

specific observations	
GR2	Young entrepreneurs, Women entrepreneurs
GR4	Aims at everybody not only at members of the Athens University of Economics and Business but to anyone who wants to start or grow entrepreneur-driven ventures or to commercialize any research results.

Incubation	For how long	TU1	TU2	TU3	TU4	TU5	GR1	GR2	GR3	GR4	GR5	ES1	ES2	ES3	ES4	ES5	EG1	EG2	EG3	EG4	EG5	Total
less than a year		1		1	1		1	1	1	1	1		1	1	1	1	1	1	1	1	1	17
more than a year			1			1	1	1	1			1										6
Total		1	1	1	1	1	2	2	2	1	1	1	1	1	1	1	1	1	1	1	1	

specific observations	
ES1	The whole program (pre-incubation and incubation) lasts a year, but they provide continuous support to their companies once the acceleration process has finished (Minerva Forum)
ES2	If the companies are invested, the relationship will be longer
ES3	The whole program lasts 8 months 4+4. It has 3 phases, depending on the maturity of the selected, they can go to 2 or 3 phases: Steady - Go - Run. Once the program ends, incubators have 24 months to request mentoring services in a timely basis.
ES4	Pre-incubation lasts 8 months and incubation other 8 months. They are independent one from each other.
ES5	The relationship can be longer if the company receives investment

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Provision of logistics services

Incubation	SERVICES/ INFRASTRUCTURE																					Total
		TU1	TU2	TU3	TU4	TU5	GR1	GR2	GR3	GR4	GR5	ES1	ES2	ES3	ES4	ES5	EG1	EG2	EG3	EG4	EG5	
Offices		1	1	1	1	1	1	1		1	1	1	1	1	1	1	1	1	1	1	1	19
Meeting rooms		1	1	1	1	1	1	1		1	1	1	1	1	1	1	1	1	1	1	1	19
Electricity			1		1	1	1	1		1	1	1	1	1	1	1	1	1	1	1	1	17
Phone							1	1		1	1						1	1	1	1	1	9
Internet		1	1	1	1	1	1	1		1	1	1	1	1	1	1	1	1	1	1	1	19
Laboratory facilities					1	1				1					1	1	1	1	1	1	1	10
Services of 3.000€ value are offered to each team								1														1
Cheques - professional services/HR												1										1
what is in red = has been noted as OTHER																						
	Total	3	4	3	5	5	5	6	0	6	5	5	4	4	5	5	6	6	6	6	6	

specific observations

ES1	The projects can receive cheques, they can use to get specific services (cloud services, advertising, etc.) or hiring new employees
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Facilitation of access to information resources

Incubation	SERVICES / BUSINESS	TU1	TU2	TU3	TU4	TU5	GR1	GR2	GR3	GR4	GR5	ES1	ES2	ES3	ES4	ES5	EG1	EG2	EG3	EG4	EG5	Total
help with registration			1		1		1			1	1	1	1	1	1	1	1	1	1	1	1	15
help with licenses			1		1		1			1	1	1	1	1	1	1						10
help with accounting		1	1	1	1	1	1					1	1	1	1	1	1	1	1	1	1	16
help with strategy consulting		1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	20
help with market research		1	1	1	1	1	1			1	1		1	1	1	1	1	1	1	1	1	17
assistance for the facilitation of exports			1		1						1	1	1			1						6
Co-Organising "OPEN INNOVATION QUEST"							1															1
be a confident member of the startup community,								1														1
Assistance to promote their ideas and turn them into marketable products								1	1													2
internationalization support												1										1
Specific programme to obtain foreign investment													1									1
Specific mentoring in incubation phase															1							1
Interaction with the corporate and its ecosystem																1						1
what is in red = has been noted as OTHER	Total	3	6	3	6	3	6	3	2	4	5	6	7	5	6	7	4	4	4	4	4	

specific observations	
GR2	Orange Grove tries to turn new entrepreneurs into confident startup community members, and business ideas into established companies
ES1	Collaboration with EXTENDA (regional internationalization support)
ES2	Specific program to obtain foreign investment, with Extend. The accelerator provides additional services (accounting, legal, etc.) at a preferent prize, according to the companies' needs
ES3	100% of companies are registered at the end of phase 1 of acceleration
ES4	Specific mentoring in incubation phase
ES5	Interaction with the corporate and its ecosystem

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Networking (access to social capital)

Incubation	SERVICES / CONNECTIVITY OF PEOPLE	TU					GR					ES					EG					Total
		TU1	TU2	TU3	TU4	TU5	GR1	GR2	GR3	GR4	GR5	ES1	ES2	ES3	ES4	ES5	EG1	EG2	EG3	EG4	EG5	
Mentoring		1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	20
Coaching			1		1	1	1	1	1	1	1			1		1	1	1	1	1	1	15
Interaction with other entrepreneurs		1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	20
Market links							1	1	1	1	1			1	1	1	1	1	1	1	1	13
RESTARTUP Incubator							1															1
OPEN INNOVATION QUEST							1															1
creation of a real community.														1								1
what is in red = has been noted as OTHER	Total	2	3	2	3	3	6	4	4	4	4	4	2	2	5	3	4	4	4	4	4	

specific observations

GR1	"RESTARTUP Incubator", "OPEN INNOVATION QUEST"
ES4	One of the main strength of Espacio RES relies on the creation of a real community.

D 3.1.4 Good Practices Report on pre-incubation services in the Mediterranean

Facilitating access to financial resources

Incubation	SERVICES / FUNDING	TU1	TU2	TU3	TU4	TU5	GR1	GR2	GR3	GR4	GR5	ES1	ES2	ES3	ES4	ES5	EG1	EG2	EG3	EG4	EG5	Total
Brokerage							1					1	1	1	1	1	1	1	1	1	1	11
Equity							1						1			1	1	1	1	1	1	8
Credit							1															1
Guarantees							1															1
Investment fund		1																				1
National Budget			1																			1
Funders				1																		1
Own resources and Funders					1																	1
Funding through public partners						1																1
Financial support by its volunteer network								1														1
Donors									1													1
Funding is provided by supporters										1												1
Funding is provided by business angels, supporters, sponsors etc											1											1
Awards												1										1
Periodic Investor Matching events													1									1
meetings between start-ups and investors														1		1						2
what is in red = has been noted as OTHER	Total	1	1	1	1	1	4	1	1	1	1	2	3	2	1	3	2	2	2	2	2	

specific observations	
GR1	More than 15 Venture Capital Funded startups:
GR2	Financial support by its volunteer network of mentors – coaches – advisors and its valuable sponsors and donors.
ES1	The best projects once the acceleration process has ended receive a cash award. Some years ago, the program also provided credit to the projects fulfilling certain criteria. Yearly "Minerva Investor Day"
ES2	Inversion focused program: the accelerator obtains equity when a company starts the process. Périodique Investor Matching events
ES3	Programme organizes "investor's day" , and sets meetings between start-ups and investors upon specific demand of investors.
ES5	Investor day at the end of the programme- Demo days and GoHub days (networking)

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Incubation	Other SERVICES	TU1	TU2	TU3	TU4	TU5	GR1	GR2	GR3	GR4	GR5	ES1	ES2	ES3	ES4	ES5	EG1	EG2	EG3	EG4	EG5	Total
Support in the creation of stations			1																			1
Support to the Tunisian CSO				1																		1
Accompagnement technologique					1																	1
Access to the technopole research centers						1																1
Assistance to promote their ideas and turn them into marketable products							1	1	1													3
Access to a valuable network of mentors,experts,coaches,advisors,donors/sponsors, potential investors,Media							1	1	1													3
Youth summer programme										1												1
Ennovation University Competition										1												1
Startup Awards											1											1
open seminars about coding, games development,machine learning,IoT, VR, AR & blockchain.							1															1
Business Park and Support Center									1													1
European Initiatives										1												1
"RE-STARTUP" & INCUBATOR							1															1
"Proof of Concept" Program									1													1
Connection with EIT Climate-KIC Accelerator										1												1
Legal Clinic																	1					1
provide preferential access to work space of other structure												1										1
Important individual impact in press/media for each project												1										1
Online perks: web hosting, hubspot, domain, etc.												1										1
Support in 4 areas: Business, Communication and Marketing, Sales and Legal (on demand service even after finishing the incubation process)												1										1
Support after the process (Minerva Forum), with relevant activity in communication, access to events, contact with investors, legal support...												1										1
Support after the process, active community													1								1	1

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Incubation	Other SERVICES	TU1	TU2	TU3	TU4	TU5	GR1	GR2	GR3	GR4	GR5	ES1	ES2	ES3	ES4	ES5	EG1	EG2	EG3	EG4	EG5	Total	
Online services mainly because of the pandemic: companies from all over Spain													1										1
Active community, strong communication support														1									1
Apart from common business support mentoring, El Cubo counts on hardware, software mentoring and metrics in business mentoring														1									1
Very strong community, coworking space open for companies, it allows incubated to work with the start-ups and consolidated smes.															1								1
Apart from mentoring services, Espacio RES offers incubated and co-workers a program of perks through collaboration-sponsor with digital tools -firms (example agreement with Amazon, Drop Box, etc....)															1								1
Support in 5 areas: Investment, Sales, Product, Financial, Pitch																1							1
Important individual impact in press/media for each project																1							1
Alumni network, strong community of companies also after the acceleration process																1							1
Total		0	1	1	1	1	4	2	4	4	1	5	2	2	2	3	1	0	0	0	0	0	

specific observations	
GR1	"RE-STARTUP Incubator": it is organized for 3 years together with the Upatras. Partnering with renowned corporations, they drive the participating teams to solve real-world problems
GR3	"Proof of Concept": the program is financially supported by Donors. The budget of the program is €500,000 per year to support 10 ideas (up to 50,000 per project). The budget of the program is €500,000 per year to support 10 ideas (up to 50,000 per project). The duration of the project implementation time is 1 year and may be extended for a further 6 months without increasing their financial support.

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Performance indicators		TU1	TU2	TU3	TU4	TU5	GR1	GR2	GR3	GR4	GR5	ES1	ES2	ES3	ES4	ES5	EG1	EG2	EG3	EG4	EG5	
Incubators Entrepreneurs Funders	Number of accompanying persons within the incubator	68	71	10	20	2						4	4	2	4	9						
	Number of incubated projects	100	493	60	10	8	100	250	19	90		15	5	15	12	30	12					
	Number of creation	40	217	55	7	77				12	45	15	5	15	36	30						
	Number of mentors											big team	big team	30	30	5						
	Number of jobs in the companies created	91	611	40	30	100		130				550	5 - 10					60				
	Sustainability rate of companies created	still active	Long duration	6 years	9 months	3 years						80%		80%	80%			60%				

ES5	30 (pre-incubation). Selection for acceleration
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Performance indicators			TU1	TU2	TU3	TU4	TU5	GR1	GR2	GR3	GR4	GR5	ES1	ES2	ES3	ES4	ES5	EG1	EG2	EG3	EG4	EG5	
Axis 2	Satisfaction rate of incubates	Mention of professional networks accessible through the incubator	5	5	4	5	3	2	2	2	2	2	1	2	1	1	1	2	2	1	1	1	
		Maintain a relationship after the creation of a business	5	5	4	4	4	2	2	2	1	2	1	1	1	2	1	1	3	3	1	2	2
Axis 3	Incubation management process	Respect of the specifications	5	5	4	5	3	2	2	2	1	1	1	3	1	2	1	2	1	1	1	1	2
		Establishment of a quality approach	4	1	5	3	3				1	1	1	3	1	2	1	3	2	2	2	2	2
	Incubate management process	Existence of a shared post-incubation assessment	3	1	4	4	3	3	3	3	2	2	1	3	1	1	1	3	2	2	2	2	2
		Adaptation of the incubation to the progress of projects	2	5	5	5	3	3	3	3	1	1	2	1	2	2	1						
	Innovation process	Participation in collective reflections on incubation methods	5	5	3	4	3	2	2	2	1	2	1	3	1	2	2	1	1	1	1	1	1
		Experimentation commitment within the incubator.	5	5	3	4	3	2	2	2	1	2	1	4	1	1	2	1	1	1	1	1	1
Axis 4	Human capital	Use of skills repositories for personnel management	5	1	3	5	2	2	2	2	1	1	3	3	2	2	3	4	2	1	1	1	2
		Identification of local actors with key skills	3	4	4	4	2	2	2	2	1	2	1	1	1	1	1	1	2	2	1	1	1
	Information capital / Relational	Information system adapted to the incubator	4	1	5	4	3	2	3	3	1	1	1	3	1	1	1	1	5	2	2	2	2
		Participation in events related to incubation and business creation	5	5	5	5	3	2	3	3	1	1	1	1	1	1	1	1	3	1	1	1	1
	Organizational capital	Versatility of staff	5	5	5	5	4	3	3	3	1	2	1	1	1	1	1	1	4	1	1	1	1
		Specialization of incubator staff	5	5	5	5	4	3	3	3	1	1	1	1	1	1	1	1	2	1	1	1	1

